

PBC FIN AB FY 2001

Board of County

Commissioners

Annual Budget FY 2001

Annual Budget FY 2001

Board of County Commissioners of Palm Beach County, Florida

The created waters at Wakodahatchee Wetlands are an example of people giving something back to nature.
Fifty acres of unused utilities land have been transformed into a wetlands ecosystem.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
Palm Beach County,
Florida**

**For the Fiscal Year Beginning
October 1, 1999**

Anne Spray Kinney *Jeffrey L. Esser*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Palm Beach County Board of County Commissioners, Florida for its annual budget for the fiscal year beginning October 1, 1999.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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How to Use The Budget Document

The Palm Beach County Budget Document is divided into the following major sections:

County Administrator's Budget Message

This section provides an overview of the entire budget and highlights how the County is responding to the needs of our community and the Board of County Commissioners' policy direction.

Introduction

This section provides general information about the County, its budget philosophy and process, and other general information.

Budget Summary Information

This section provides a quick reference to basic budget information in a summary format. Tables, charts, and graphs show an overall picture of the County's budget from several perspectives: budget assumptions describe various factors affecting the budget; and, information is provided relating to the County's major revenue source - property taxes.

Board Departments/Agencies

This section of the County's budget presents departments/agencies reporting to the Board of County Commissioners and contains information about County activities and expenditures.

Constitutional Officers

This section presents the budgets of the independently elected officials (other than the Board of County Commissioners), i.e., Clerk of the Courts, Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser, Judiciary, State Attorney, and Public Defender.

Budget by Fund

This section lists all funds by fund type, shows that each group of funds is balanced in accordance with Florida statutory requirements and shows the budget for each fund.

Capital Improvement Program

This section highlights the County's capital improvement expenditures and provides an overview of the capital needs, as well as proposed financing sources.

Debt Service

This section highlights the County's budgeted debt service expenditures and provides an overview of the projected debt service needs through FY 2004-05.

Appendices

This section contains general reference including: a glossary; financial policies (which form the foundation of the County's budget development and financial management processes); explanation of fund structure and governmental accounting; information about revenue sources and property taxes; and a summary of grant funding, showing incoming and outgoing grants.

Acknowledgments

Special recognition is given to the following individuals for their efforts in coordinating and preparing the FY 2001 Budget.

Office of Financial Management & Budget (in alphabetical order):

Sharon Bell	Financial Analyst II
Joseph Bergeron	Assistant Budget Director
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Joe Doucette	Financial Analyst III
John Long	Fiscal Manager II
Deanna MacDonald	Fiscal Specialist II
Anita Martinetto	Financial Analyst II
Michael Meredith	Financial Analyst III
Elizabeth Purvis	Financial Analyst III
Shannon Ramsey	Financial Analyst II
Richard Roberts	Director, OFMB
Cindy Saccone	Administrative Secretary
Ray Solaas	Financial Analyst II
Robert Ward	Financial Analyst II
Ann Wilson	Fiscal Specialist III

Special thanks to:

County Commissioners

for their early and continuous involvement in the budget process.

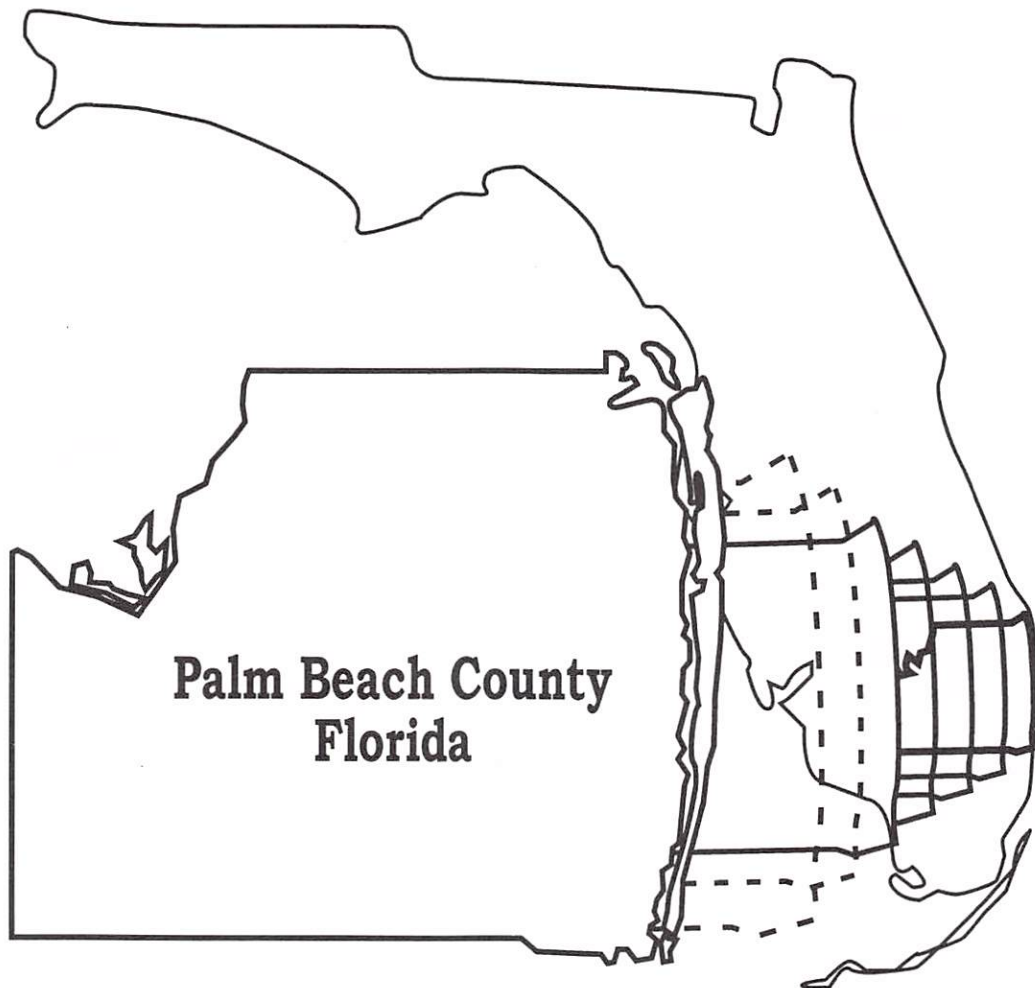
County Administrator and Assistant County Administrators

for their expanded participation in this year's budget process.

Department Heads and Their Staff

for their extraordinary effort in formulating the budget.

Budget Message





Interoffice Communication

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Palm Beach County Board of County Commissioners

Warren H. Newell, Chairman
Carol A. Roberts, Vice Chair

Karen T. Marcus
Mary McCarty
Burt Aaronson
Tony Masilotti
Addie L. Greene

County Administrator

Robert Weisman

TO: Warren H. Newell, Chair
and Members of the Board of County Commissioners

FROM: Robert Weisman
County Administrator

A handwritten signature in black ink, appearing to read "Robert Weisman", is written over the printed name and title.

DATE: November 27, 2000

SUBJECT: Adopted Budget - Fiscal Year 2001

I am pleased to present the adopted budget for FY 2001. This budget achieves the Board directive of holding the millage rate at 4.6000 mills while continuing to provide quality services to the citizens of Palm Beach County. Balancing the budget is always challenging and requires difficult funding decisions. Although most levels of services were not increased, all County programs will continue to serve an ever-increasing population.

Additionally, the budget maintains the level of reserves and fund balances which is indicative of our strong financial position and our commitment to having funds available for unanticipated emergencies or economic downturns. In May, 2000 Fitch IBCA upgraded the County's general obligation bond rating to AAA. This is notable because their ratings guidelines place a strong emphasis on management practices as predictors of credit performance. This bond rating places Palm Beach County among the elite of Florida's local governments in terms of creditworthiness. In order to keep that rating, it is essential that adequate reserves and fund balances be maintained.

The budget message summarizes the results of the budget process, key issues, and highlights major changes from last year's budget.

Budget, Millage, and Taxes

The FY 2001 budget totals \$2.425 billion, an increase of \$207.1 million, or 9.3% over the FY 2000 adopted budget. The net operating budget, which excludes capital, debt service (and related reserves), internal service charges, and interfund transfers, is \$1.073 billion, an increase of \$87.7 million, or 8.9 % from FY 2000.

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Affirmative Action Employer"

Taxes in comparison to roll-back are summarized in the following table.

Taxing District	Millage Rate	Roll-back Calculation		
Countywide	4.6000	above roll-back by	\$13,242,559	4.04%
Library	0.5403	above roll-back by	1,220,940	6.05%
Fire-Rescue:				
Main MSTU	2.9945	above roll-back by	4,647,892	5.88%
Jupiter MSTU	1.8445	above roll-back by	187,301	3.13%
Glades Regional MSTU	1.1838	below roll-back by	(9,807)	-1.07%
Aggregate	6.1560	above roll-back by	\$19,288,885	4.54%

Property Values

The estimated taxable value used in calculating millage rates for FY 2001 is \$72.1 billion, an increase of \$4.6 billion, or 6.9%, over the 1999 valuation. The net increase consists of new construction of \$1.9 billion and an increase of \$2.7 billion due to the revaluation of existing property. The overall increase of 6.9% is the same percentage increase as last year.

Budget Preparation Guidelines

The review and adoption of the annual budget is one of the most important policy-making responsibilities of the Board of County Commissioners. The budget establishes priorities among competing governmental services and establishes levels of services that are within the fiscal capabilities of the County. The budget development process began early in 2000 with the identification of key assumptions and update of budget forecasts. Instructions for preparing the budget were set forth in the Budget Instruction Manual which was distributed to County departments in February, 2000. The following general guidelines were established:

- budgeted contingency amounts will be limited to FY 2000 levels;
- new positions should be prioritized and detailed justification should be provided; new positions are to be budgeted at 75% of the annual cost;
- any increases in the base budget must be justified by the department and approved by the Management Team; and
- supplemental funding requests should be limited to those items previously identified in the department's five-year projections or specifically approved by the Management Team.

Requests for new funding in the operating and capital budgets were carefully reviewed and prioritized by the Office of Financial Management and Budget and the Management Team. Detailed information including recommended departmental funding increases, capital projects, and reserves was presented to the Board during a budget workshop on May 30, 2000. In addition, staff and the Board reviewed major assumptions, salary policy, and supplemental funding requests.

Major Changes in Countywide Tax Equivalent Funding: 2001 Compared to 2000

The following table provides a summary of the areas that have significantly different funding levels in FY 2001.

Budget Factor	Impact on Ad Valorem Requirements (in millions of dollars)	
	Increase	Decrease
Additional taxes from new construction and revaluation		\$21.1
Increase in tax-equivalent revenue, net		5.2
Increase in beginning balances brought forward		21.6
Increase in appropriations:		
Sheriff's budget, net	\$15.1	
Other Constitutional Officers, net	1.5	
Judicial	0.5	
Board departments and agencies	17.4	
Non-departmental operations	1.9	
Debt Service (excluding voted debt)	2.4	
Capital projects	4.8	
Net increase in reserves	3.1	
Impact of statutory reserve requirement	1.2	

Following is a discussion of the major budget factors listed in the preceding table.

Additional Taxes from New Construction and Revaluation - Increased ad valorem tax revenue of \$21.1 will be generated from higher property values. Increases of \$2.7 billion in revaluations and \$1.9 billion in new construction brought total assessed value to \$72.1 billion for 2000.

Net Increase in Reserves - The Reserve for Balances Forward has increased over the previous fiscal year. It is necessary to maintain undesignated reserves for financial emergencies and is considered an indication of the financial health of the community by bond rating agencies.

Sheriff's Budget - The Sheriff's budget represents a 9.3% increase in ad valorem equivalent funding. FY 2001 goals for the Sheriff's Office include application for the State of Florida Sterling Award; preparations for implementation of the 800 MHz radio system; establishment of an informational program, including a web page displaying Corrections' policies and procedures; implementation of Problem-Oriented Policing; and ensuring the availability of computers for bailiffs at the Palm Beach Gardens, Delray Beach and Main courthouses.

Other Constitutional Officers - Included in this category are the following offices:

- The **Property Appraiser's** budget is \$15.3 million. The general fund portion is \$14.2 million, a 2% increase over FY 2000.
- The **Supervisor of Elections'** budget increased \$217,500 over the prior year. This budget includes the cost of a general election in November, 2000. Funding for equipment, currently budgeted in FY 2000, is being carried over to provide for receipt in FY 2001.
- The **Tax Collector's** budget is based on proposed taxes and fees determined by statute. Twenty-three new positions are included for FY 2001.
- The **Clerk of the Courts'** budget increased approximately \$1.2 million. The FY 2001 budget reflects a 4.7% overall increase with the exception of ISS enterprise services which decreased 1.5%. Three new positions have been added for FY 2001.

Judicial - This increase has three components. **Court Administration**, with an increase of 4.1% in ad valorem equivalent funding, has nine new positions for FY 2001. The **State Attorney** requested new computer hardware and software, and additional budget for operating expenses. The **Public Defender's** FY 2001 budget includes \$300,000 in funding for continuation of a special public defender program which began in 1997.

Board Departments and Agencies - Funding increases and decreases for each Board department are highlighted in the budget document under each Department Summary section titled "Significant Changes From Prior Year."

Non-Departmental Operations - The increase in budget for non-departmental operations is primarily attributed to increased funding for financially-assisted agencies and community redevelopment agencies (CRA's). The FY 2001 budget includes a 13.2% increase in financially-assisted agency funding. Rising property values throughout Palm Beach County have triggered an increase in tax increment payments to the CRA's.

Debt Service - Funding requirements will be greater in FY 2001 to service new debt incurred for the 800 MHz radio system and the new convention center.

Capital Projects - A total of \$17.6 million in ad valorem, or equivalent, funding is required for FY 2001 capital projects. Projects include \$1.4 million in recreation assistance funding and \$600,000 for beaches, and \$1,000,000 in new County Community Revitalization Team funding.

Decrease in Major Revenues - Although increases are estimated in sales tax and utility tax revenues, an overall net decrease in major revenues is anticipated. This decrease is caused by two factors - an accounting change in budgeting for gas taxes and a reduction in State Shared Revenues. Further discussion on major revenues is included below.

Increase in Other Revenue - The accounting change that resulted in a decrease in major revenues created an increase in other revenue. Approximately \$7 million in gas tax revenue is now being budgeted as a transfer into the County Transportation Trust Fund. The transfer-in is included in Other Revenue rather than as gas taxes in the Major Revenue category. Overall, gas tax revenues, in all funds, are expected to increase 6.2% over the FY 2000 budget.

Estimated Impact of Statutory Reserves - This revenue reserve represents the 5% statutory requirement applicable to most tax and tax-equivalent revenue categories.

Increase in Beginning Balances Brought Forward - The increase in carryover is primarily due to higher than anticipated revenues and under-expended budgets in FY 2000.

Revenues

Palm Beach County maintains a strong reliance on its major revenue sources. Increasing revenues from the Half Cent Sales Tax indicate a strong economy and population growth. The decrease in State Shared Revenues is primarily due to the State's reduction in intangible tax rates. Rates were trimmed by the State Legislature in FY 2000 with no provision to offset the revenues lost by the counties. New legislation, approved by the State for FY 2001, will again reduce the intangible tax rates. However, the new legislation will change the source of State Revenue Sharing from the intangibles tax to sales tax beginning July, 2000. Therefore, no further reductions in State Revenue Sharing are anticipated. Gasoline taxes include the Constitutional Gas Tax and the County Gas Tax which are used to fund costs in the County Transportation Trust Fund, as well as road construction and acquisition.

Overall growth of 3.1% is anticipated in major revenues as the following chart indicates.

Revenue Category	FY 2000 Budget	FY 2001 Budget	% Change Budget-to-Budget
Gas Tax	\$11,628,000	\$12,346,000	6.2%
Half Cent Sales Tax	59,300,000	63,800,000	7.6%
Franchise Fees	18,552,375	17,014,993	-8.3%
Utility Taxes	37,091,000	38,527,000	3.9%
State Shared Revenues	23,476,500	22,981,500	-2.1%
Total	\$150,047,875	\$154,669,493	3.1%

Size of the Workforce

The FY 2001 budget provides for 9,159 positions, of which 5,116 are funded in departments controlled by the Board of County Commissioners. Board departments have added 178 new positions. Fire-Rescue is adding 52 new positions, most of which are paramedics for various stations and Trauma Hawk. Parks and Recreation added 27 positions. The majority of these positions are required for maintenance and administration of the ever-expanding parks system. A total of 30 new positions are being included in the Planning, Zoning and Building complement. Nineteen of these positions are in the Building Division and are funded by permit fees. Twenty-two new positions for the Library will enable expanded hours and provide sufficient manpower for library expansion.

The Constitutional Officers' employee complement (including Judicial) totals 4,043, up 128 positions from FY 2000. The Sheriff's Office position count has a net increase of 83. The Tax Collector's FY budget includes 288 positions, representing an increase of 30 positions over FY 2000. The Clerk and the Property Appraiser each added three positions. Court Administration's employee complement increased by nine positions for FY 2001.

Capital Projects

This budget provides for future needs through capital investments that will result in new and improved libraries, parks, public buildings, and transportation projects. The FY 2001 Capital Improvement Program totals \$921.2 million. The largest component is \$267.2 million which is budgeted for the Road Program.

New funding in FY 2001 totals \$339.6 million, approximately \$15.0 million of which is funded by

ad valorem taxes or equivalent revenues for general government projects. Other funding sources include gas tax (\$38.2 million), bond proceeds (\$90.4 million), impact fees (\$44.0 million), interest earnings (\$24.4 million) and enterprise revenues (\$76.5 million).

Major new projects or funding (stated in millions of dollars) include:

- \$ 7.6 Information Systems projects including CIVIS, WAN, and new technology
- \$ 6.6 Fire-Rescue participation in 800 MHz radio system and a computer aided dispatch system
- \$16.2 Parks and Recreation projects
- \$34.5 Airports projects
- \$35.3 Water Utilities projects
- \$12.9 Environmentally Sensitive Lands and Beach Improvement projects
- \$75.4 Convention Center project

For the Future

One of the most important issues for the new year is the Comprehensive Plan. Efforts are underway to evaluate this twenty-year plan to determine its viability at current levels of service. This is an undertaking that links planning and operations to ultimately achieve improved service, effectiveness and efficiency. The evaluation process will assess the long-term implications of policies, programs and assumptions. The Board will be making tough decisions regarding future population and service demands, while developing appropriate strategies to achieve the goals of this organization. These goals include ensuring the highest quality services and products while balancing budgetary limitations, customer expectations and changing priorities.

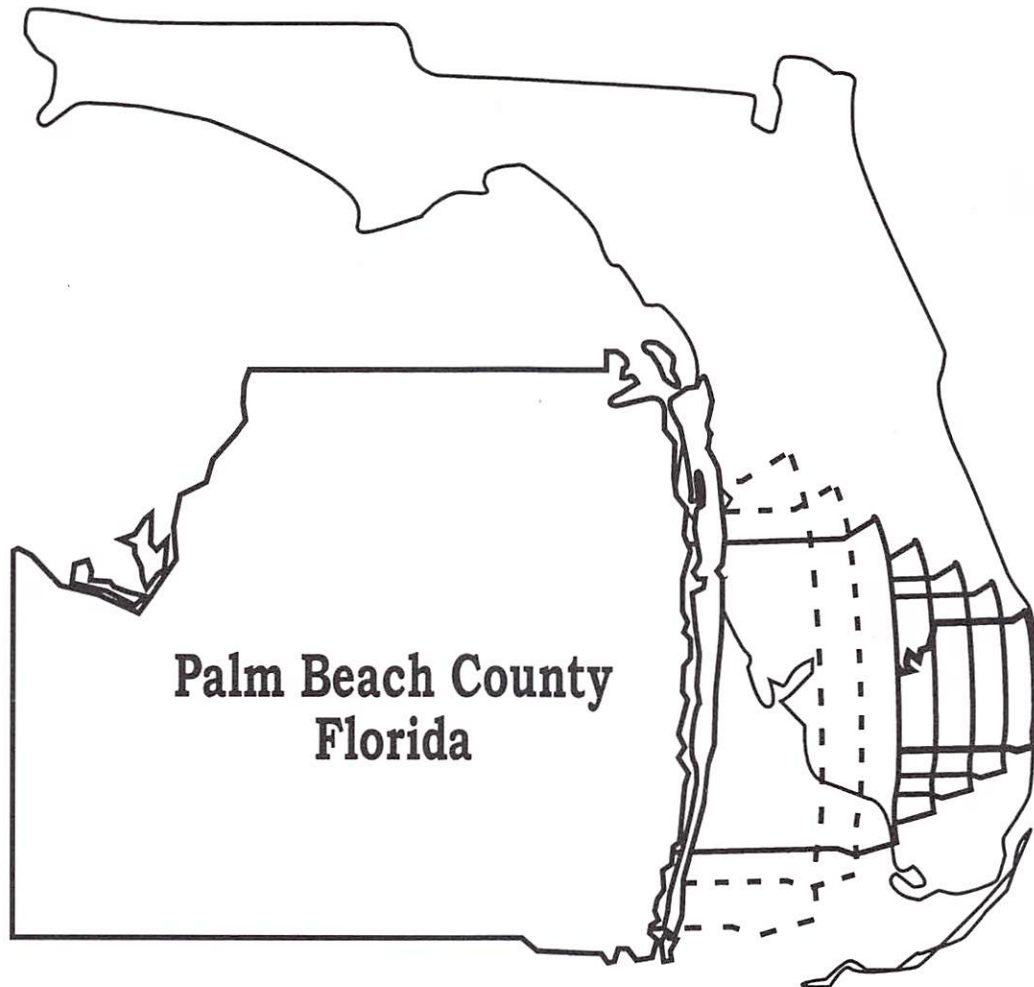
Summary

Palm Beach County's mission is, in part, to "focus continually on our customers' needs and expectations, recognize limitations in resources, explore creative and equitable revenue alternatives and respond capably and swiftly to changing priorities." The FY 2001 budget provides the funding and the flexibility to meet this mission in the coming year.

The Board of County Commissioners is deserving of praise for their leadership and responsibility. I would also like to thank the Management Team, individual departments and the Office of Financial Management and Budget for their hard work and diligence to make this budget process a successful one.



Introduction



Information About Palm Beach County

Located on the southeast coast, Palm Beach County is the largest of Florida's sixty-seven counties. The County's 2,268 square miles include 2,023 square miles of land and 245 square miles of surface water, making it the largest county east of the Mississippi River.

The surface water areas include the Intracoastal Waterway and approximately one-third of Lake Okeechobee. Lake Okeechobee is the largest freshwater lake in the state and the largest in the United States except for the Great Lakes. The County has 45 miles of shoreline and is 53 miles wide.

Palm Beach County's climate has enhanced its image as a location that provides a high quality of life to its residents. The average temperature is 74.9 degrees with an average of 82.0 degrees in the summer and 66.7 degrees in the winter. The wet season extends from June through October, with an average annual rainfall of 61.7 inches.

Close to several major Florida cities, central Palm Beach County is about one hour north of Fort Lauderdale, one and one-half hours north of Miami, and two and one-half hours south of Orlando.

History

The first settlers in what is now Palm Beach County were Indian tribes such as the Tequesta, Jeaga, Caloosa, and later the Seminoles. The next settlers arrived in 1860 when the Jupiter Lighthouse was built to aid sailors navigating the Atlantic Ocean.

Homesteading began in the late 1800's with the majority of the settlers coming to the area to farm. Early farmers found the soil to be highly productive and earned most of their income by growing vegetables for the northern winter market.

The late 1800's also marked the beginning of the tourism industry. Transportation improvements, particularly to the railroad system, provided easier access to the area. Hotels to serve tourists and the first winter homes for seasonal residents were constructed.

In 1892, Henry Flagler visited Palm Beach and decided to build a large resort hotel, the Royal Poinciana, and extend the Florida East Coast Railroad to West Palm Beach from Jacksonville. These developments made Palm Beach the nation's premier winter resort. Flagler considered the mainland area a perfect satellite location to service his resort and a good place for his workers to live. This area was incorporated as West Palm Beach in 1894.

Other cities, such as Linton and Boynton Beach, were established soon after West Palm Beach. Linton was founded in 1894 by William S. Linton, the postmaster of Saginaw, Michigan. He and a friend purchased 160 acres of land and sold it in five-acre tracts through ads in Michigan newspapers. In 1901, they renamed the town Delray Beach, after a Detroit suburb. Boynton Beach was founded in 1895 when Civil War officer Major Nathan S. Boynton built a 50-room resort hotel on the beach. One year later the railroad came through on its way to Miami.

The State Legislature established Palm Beach County as Florida's 47th County on July 1, 1909. Prior to that time, the area was part of Dade County. Palm Beach County originally encompassed Lake Okeechobee and the areas that became Broward County in 1915, Okeechobee County in 1917, and Martin County in 1925. In 1963, the State of Florida partitioned Lake Okeechobee among all of the counties that border it.

The first County Commission meeting was held July 6, 1909, and West Palm Beach was designated the County Seat. By 1910, the County's population had grown to more than 5,500 residents.

The entire County experienced tremendous growth and development following World War I. The building and population increase produced a great land boom in the early 1920's. Contributing to the land boom were the climate, an increase in the use of the automobile, and a growing network of roads. The State encouraged the influx of new residents during the period by promising never to pass state income or inheritance taxes. The 1926 Florida Land Bust, the 1926 and 1928 hurricanes, and the 1929 stock market crash drastically affected the local economy, but these events did not stop growth entirely due to the prior establishment of major transportation facilities.

World War II brought many changes to the County, including air bases and new jobs. After the war, Grace Morrison Field was expanded and became Palm Beach International Airport. During the same time period, small specialized businesses, many electronic-oriented, joined industrial giants like Pratt-Whitney and IBM in establishing plants in Palm Beach County.

The County remained largely undeveloped through the 1950's as evidenced by a 1960 population of less than 250,000. Although some citizens felt that it had lost its natural, unspoiled quality, many leaders welcomed urbanization and actively promoted growth and development.

In the late 1960's and early 1970's large numbers of middle and upper income retirees began to move to Florida, prompting developers to build new subdivisions and cities. During this same period, the advent of air conditioning greatly enhanced the living and working environment, further increasing the pace of development.

Throughout the 1980's, the economy and the construction industry thrived as the population grew by approximately 5% per year. The national recession that occurred in the early 1990's reduced the County's growth rate to an average of approximately 2% annually. The County's estimated population for FY 2001 is 1,082,140 and is expected to continue to increase by at least 20,000 + residents each year.

Form of Government

As a result of the November 6, 1984, general election, Palm Beach County became a Home Rule Charter County on January 1, 1985. This "Home Rule" allows residents, through their elected commissioners, greater independence in determining how their County government will function and what services it will provide. Major advantages resulting from changing to this form of government include:

- allowing the County to pass its own ordinances and laws as long as they do not conflict with state and federal laws;
- providing initiative procedures that allow voters to create, modify, and amend local laws;

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- providing a process to modify or amend the Charter; and
 - providing voters with a process to recall County Commissioners for cause.

The Board of County Commissioners, which is the legislative branch of County government, adopts ordinances and resolutions to establish programs that protect and maintain the health, safety, and welfare of County residents. In 1990, the Board changed from five at-large Commissioners to seven, each representing a single-member district. Each Commissioner is elected to a four-year term by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as the ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under the control of the Board include:

- provision of fire protection and disaster relief services;
- construction and maintenance of County buildings, roads, and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control, and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources;
- preparation, review and periodic amendment of the Comprehensive Land Use Plan for the development of the unincorporated portion of the County; and
- provision of cultural and recreational facilities and programs.

Additionally, the Board may enter into agreements with other governmental agencies for the joint performance of duties.

The Commission appoints the Chief Executive Officer, i.e., the County Administrator, who implements Board-approved programs and manages the day-to-day operations of County government. With Commission approval, the County Administrator appoints Assistant County Administrators and Department Directors.

The County's Departments under the County Administrator are organized into two groups: General Operations Departments, which provide direct services to residents, and Central Services Departments.

General Operations Departments include:

- Airports
- Community Services
- County Cooperative Extension Services
- County Library
- Engineering & Public Works
- Environmental Resources Management
- Fire-Rescue
- Housing & Community Development
- Parks & Recreation
- Planning, Zoning & Building
- Public Safety
- Tourist Development
- Water Utilities

Central Services Departments include:

- County Administration
- County Attorney
- Employee Relations & Personnel
- Facilities Development & Operations
- Financial Management & Budget
- Information Systems Services
- Internal Audit
- Public Affairs
- Purchasing
- Risk Management

In addition to the County Administrator, the Board of County Commissioners appoints County residents to serve as volunteers on various citizens' boards, commissions, committees, and councils. These groups are established for advisory and/or regulatory purposes. State law creates some advisory boards, while others are formed by the County Commission to meet special needs and to help solve the challenging issues facing County government.

Constitutional Officers and the Judiciary are the County Officials, other than the County Commissioners, who are elected by the voters. The Clerk of the Circuit and County Courts, Property Appraiser, Sheriff, Supervisor of Elections, Public Defender, State Attorney, and Tax Collector are the Constitutional Officers elected to four-year terms in general elections.

Palm Beach County is not a consolidated or "metro" form of government. The Palm Beach County School System is governed by a non-partisan elected School Board and operates under the direction of a School Board-Appointed Superintendent. The County Commission has no jurisdiction over the School Board.

The South Florida Water Management District, Children's Services Council, Health Care District, Drainage Districts, Inlet Districts, and municipalities within the County are also not under the authority of the Board of County Commissioners.

Economic Trends

Palm Beach County is Florida's largest county in area, third in population, and ninth in density. Growth has been the major influencing factor of the County in the last several years. Population has increased approximately 2% annually since 1990, compared to double and triple that rate in the 1980's. The total non-exempt property valuation has increased 26.2% in the last five years.

Tourism and agriculture, together with the related service industries, are the leading sources of income for the County's residents. The "Glades" region is one of the nation's most productive agriculture areas. Palm Beach County is the largest agricultural county in Florida and the fourth largest in the United States, with annual sales in excess of \$2 billion. The County government is making a concentrated and continuing effort to increase the number of visitors to the area each year. Manufacturing, primarily electronics and other high tech products, also plays an important role in the County's local economy.

The County's labor force of approximately 543,000 earns a per capita income that is almost 153% of the national average. The largest employers in the County are:

Company	Product/Service	Employees*
School Board	Education	16,800
Palm Beach County	Government	9,000
Columbia PB Healthcare System, Inc.	Health Care	4,000
Intracoastal Health Systems, Inc.	Health Care	3,200
Motorola	Electronic Pagers	2,300
Florida Power & Light	Utility	2,300
Flo Sun, Inc.	Agriculture	2,300
Boca Raton Resort & Club	Hotel	1,850
Boca Raton Community Hospital	Health Care	1,600
Bethesda Memorial Hospital	Health Care	1,600

*Rounded

Property Taxes

Property taxes are a lien on all taxable property as of January 1 of each year. Taxes are due November 1 and are payable by April 1 of the following year. Each parcel of property is assessed to the last known owner as established from the latest recorded deed or tax return.

There are three types of property which are subject to an ad valorem tax (a tax based on the assessed value of real or personal property). The three types are:

Real Estate - covering land and the improvements thereon;

Tangible Personal Property - including property such as business fixtures, equipment, and machinery; and

Intangible Personal Property - including stock, bonds (except those exempt), mortgages accounts receivable, mutual funds, notes, trusts, estates, etc. (This is a State tax handled directly by the State of Florida.)

All property owners who maintain their permanent home on the property are entitled to a "Homestead Exemption" which exempts the first \$25,000 of assessed value of the property from ad valorem taxes. Additional exemptions are also available to widows, widowers, disabled veterans, and totally disabled non-veterans.

The Board of County Commissioners levies a Countywide millage that applies to all property owners in the County on the net assessed value of property. (Millage is the rate used to determine the amount of tax. A mill is one-tenth of a cent, or \$1.00 of tax for each \$1,000 of net assessed value.)

Palm Beach County Fire-Rescue and the County Library are dependent districts under the control of the Board of County Commissioners. They levy millages that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts rather than provide the services themselves. The municipalities also levy millages to finance their local governments' operating costs.

In addition to the Board of County Commissioners and municipalities, various other taxing districts levy millages that affect all property owners in the County or property owners in the particular districts. The other entities in the County that levy property taxes are drainage districts. These taxes are not based on the value of the property, but on the number of acres in the parcel. Each district assesses an "Acreage Levy", a fixed amount for each acre or part thereof, to cover the maintenance and debt of the drainage facilities in the district. Additionally, some districts assess a "Parcel Levy", a fixed amount per parcel, to cover the cost of road maintenance and debt within the district.

Municipalities in the County Library Taxing District

Atlantis
Belle Glade
Briny Breezes
Cloud Lake
Glen Ridge
Greenacres
Haverhill
Hypoluxo
Juno Beach
Jupiter
Jupiter Inlet Colony

Lake Clarke Shores
Mangonia Park
Ocean Ridge
Pahokee
Palm Beach Gardens
Palm Beach Shores
Royal Palm Beach
South Bay
South Palm Beach
Tequesta
Wellington

Municipalities in the Fire-Rescue Taxing Districts

Cloud Lake
Glen Ridge
Haverhill
Juno Beach

Jupiter
Lake Clarke Shores
Wellington

Municipalities Serviced by Fire-Rescue Outside the Fire-Rescue Taxing Districts

Atlantis
Lantana

Palm Beach Gardens*
Royal Palm Beach

Fire-Rescue also has a service agreement for a portion of Martin County.

* Dispatch only

Countywide Taxing Districts

Board of Education
3300 Forest Hill Boulevard
West Palm Beach, FL 33406
Telephone: 434-8837

Health Care District
324 Datura Street Suite 401
West Palm Beach, FL 33401
Telephone: 659-1270

Children's Services Council
1919 N. Flagler Drive
West Palm Beach, FL 33407
Telephone: 655-1010

South Florida Water Management District
3301 Gun Club Road
West Palm Beach, FL 33406
Telephone: 686-8800

Florida Inland Navigation District
247 Edwards Lane
Palm Beach Shores, FL 33404
Telephone: 627-3386

Non-Countywide Taxing Districts

Greater Boca Raton Beach District
201 W. Palmetto Park Road
Boca Raton, FL 33432
Telephone: 393-7877

Loxahatchee River Environmental
Control District
2500 Jupiter Park Drive
Jupiter, FL 33458
Telephone: 747-5700

Jupiter Inlet District
400 N. Delaware Boulevard
Jupiter, FL 33458
Telephone: 746-2223

Port of Palm Beach
71 Dr. Martin Luther King Jr. Blvd.
Riviera Beach, FL 33404
Telephone: 842-4270

Municipalities

There are 37 municipalities within the County encompassing a total of 283.40 square miles, or 12.5% of the County's area. As of FY 2000, 54.3% of the population resided within incorporated areas. West Palm Beach is the largest city both in size and population with 82,503 residents within 55.34 square miles. Cloud Lake is the smallest with 137 people living within .06 square miles. Fifteen municipalities are less than one square mile.

During the past 20 years, Palm Beach County has experienced a much higher rate of growth in the unincorporated area than within the municipalities. Over that period of time, population in the unincorporated area increased approximately 129% compared to 58% in cities. This is reflective of both new residents' preference for the unincorporated area and the migration of many citizens from the older coastal cities to newer developments to the west in the unincorporated areas. This trend has persisted despite an area increase of 30% in municipalities due to annexations over the past 10 years.

Population data as of April 1, 2000, and incorporated area data for each municipality; as well as, city hall mailing addresses are presented on the following four pages.

Municipalities Population and Size

<u>Municipality</u>	<u>Population</u>	<u>Square Miles</u>
Atlantis	1,717	1.35
Belle Glade	16,970	4.49
Boca Raton	70,484	27.14
Boynton Beach	56,301	16.10
Briny Breezes	401	0.07
Cloud Lake	137	0.06
Delray Beach	54,225	16.00
Glen Ridge	231	0.23
Golf	191	0.83
Greenacres City	25,882	4.21
Gulf Stream	719	0.75
Haverhill	1,241	0.52
Highland Beach	3,493	0.49
Hypoluxo	1,612	0.62
Juno Beach	2,960	1.43
Jupiter	35,696	19.70
Jupiter Inlet Colony	419	0.18
Lake Clarke Shores	3,669	0.98
Lake Park	6,873	2.35
Lake Worth	31,313	6.19
Lantana	8,799	2.28
Manalapan	322	0.45
Mangonia Park	1,379	0.71
North Palm Beach	12,674	5.08
Ocean Ridge	1,670	0.86
Pahokee	7,098	5.34
Palm Beach	9,764	3.93
Palm Beach Gardens	35,236	53.94
Palm Beach Shores	1,040	0.25
Palm Springs	10,244	1.33
Riviera Beach	29,379	7.99
Royal Palm Beach	19,718	11.00
South Bay	3,344	1.93
South Palm Beach	1,492	0.13
Tequesta Village	5,184	2.25
Wellington	32,720	26.90
West Palm Beach	82,503	55.34
Unincorporated Area	485,300	1,984.91
Total:	<u>1,062,400</u>	<u>2,268.31</u>

Municipalities

Atlantis
260 Orange Tree Drive
Atlantis, FL 33462
Telephone: 965-1744

Belle Glade
110 S.W. Avenue E
Belle Glade, FL 33430
Telephone: 996-0100

Boca Raton
201 W. Palmetto Park Road
Boca Raton, FL 33432
Telephone: 393-7700

Boynton Beach
100 E. Boynton Beach Boulevard
Boynton Beach, FL 33435
Telephone: 742-6000

Briny Breezes
5000 N. Ocean Boulevard
Briny Breezes, FL 33435
Telephone: 276-7405

Cloud Lake
100 Lang Road
West Palm Beach, FL 33406
Telephone: 686-2815

Delray Beach
100 N.W. First Avenue
Delray Beach, FL 33444
Telephone: 243-7000

Glen Ridge
1660-C Southern Boulevard
West Palm Beach, FL 33406
Telephone: 697-8868

Golf
21 Country Road
Village of Golf, FL 33436
Telephone: 732-0236

Greenacres
5985 10th Avenue North
Greenacres, FL 33463
Telephone: 642-2000

Gulf Stream
100 Sea Road
Gulf Stream, FL 33483
Telephone: 276-5116

Haverhill
4585 Charlotte Street
Haverhill, FL 33417
Telephone: 689-0370

Highland Beach
3614 South Ocean Boulevard
Highland Beach, FL 33487
Telephone: 278-4548

Hypoluxo
7580 S. Federal Highway
Hypoluxo, FL 33462
Telephone: 582-0155

Juno Beach
340 Ocean Drive
Juno Beach, FL 33408
Telephone: 626-1122

North Palm Beach
501 U.S. Highway #1
North Palm Beach, FL 33408
Telephone: 848-3475

Jupiter
210 Military Trail
Jupiter, FL 33458
Telephone: 746-5134

Jupiter Inlet Colony
P.O. Box 728
Jupiter, FL 33468
Telephone: 746-3787

Lake Clarke Shores
1701 Barbados Road
West Palm Beach, FL 33406
Telephone: 964-1515

Lake Park
535 Park Avenue
Lake Park, FL 33403
Telephone: 848-3460

Lake Worth
7 North Dixie Highway
Lake Worth, FL 33460
Telephone: 586-1600

Lantana
500 Greynolds Circle
Lantana, FL 33462
Telephone: 540-5000

Manalapan
600 South Ocean Boulevard
Manalapan, FL 33462
Telephone: 585-9477

Mangonia Park
1755 East Tiffany Drive
Mangonia Park, FL 33407
Telephone: 848-1235

Ocean Ridge
6450 North Ocean Blvd
Ocean Ridge, FL 33435
Telephone: 732-2635

Pahokee
171 North Lake Avenue
Pahokee, FL 33476
Telephone: 924-5534

Palm Beach
P.O. Box 2029
Palm Beach, FL 33480
Telephone: 838-5400

Palm Beach Gardens
10500 North Military Trail
Palm Beach Gardens, FL 33410
Telephone: 799-4100

Palm Beach Shores
247 Edwards Lane
Palm Beach Shores, FL 33404
Telephone: 844-3457

Palm Springs
226 Cypress Lane
Palm Springs, FL 33461
Telephone: 965-4010

Riviera Beach
600 W. Blue Heron Boulevard
Riviera Beach, FL 33404
Telephone: 845-4000

Tequesta
357 Tequesta Drive
Tequesta, FL 33469
Telephone: 575-6200

Royal Palm Beach
1050 Royal Palm Beach Boulevard
Royal Palm Beach, FL 33411
Telephone: 790-5100

Wellington
14000 Greenbriar Boulevard
Wellington, FL 33414
Telephone: 791-4000

South Bay
335 S.W. Second Avenue
South Bay, FL 33493
Telephone: 996-6751

West Palm Beach
P.O. Box 3366
West Palm Beach, FL 33402
Telephone: 659-8024

South Palm Beach
3577 South Ocean Boulevard
South Palm Beach, FL 33480
Telephone: 588-8889

Bond Ratings

Ratings for the County's outstanding bond issues are as follows:

<u>Bond Issue</u>	<u>Moody's Investors Service</u>	<u>Standard & Poor's</u>
25M General Obligation Bonds, Series 1999A	Aa1	AA
75M General Obligation Bonds, Series 1999B	Aa1	AA
45.625M General Obligation Refunding Bonds, Series 1998	Aa1	AA
50M Environmental Sensitive Lands General Obligation Bonds, Series 1994	Aa1	AA
57.44M General Obligation Refunding Bonds, Series 1994B	Aa1	AA
23.375M General Obligation Refunding Bonds, Series 1993	Aa1	AA
50M Environmental Sensitive Lands General Obligation Bonds, Series 1991	Aa1	AA
26.38M Criminal Justice Facilities Revenue Bonds, Series 1994	Aaa	AAA
8.585M Public Improvement Recreation Facilities Revenue Bonds, Series 1994	Aaa	AAA
15.175M Public Improvement Revenue Bonds, Series 1995	Aaa	AAA
26.3M Parks & Recreation Facilities Revenue Bonds, Series 1996	Aaa	AAA
28.01M Stadium Facilities Revenue Bonds, Series 1996	Aaa	AAA
22.425M Revenue Improvement Bonds, Series 1997	Aaa	AAA
1M Public Improvement Revenue Bonds, Series 1984 (Glades Health Facility)	Not Rated	Not Rated
22.245M Administrative Complex Revenue Refunding Bonds, Series 1993	Aaa	AAA
26.515M Revenue Refunding Bonds, Series 1993	Aaa	AAA
30.73M Beach Acquisition Revenue Refunding Bonds, Series 1993	Aaa	AAA
233.62M Criminal Justice Facilities Revenue Bonds, Series 1990	Aaa	AAA
117.485M Criminal Justice Facilities Revenue Refunding Bonds, Series 1993	Aaa	AAA
32.775M Criminal Justice Facilities Revenue Refunding Bonds, Series 1997	Aaa	AAA
10.47M Airport Centre Revenue Bonds, Series 1992	Aaa	AAA
90.69M Airport System Revenue Refunding Bonds, Series 1992	Aaa	AAA
3.85M Airport System Taxable Subordinated Indebtedness, Series 1989	Aaa	AAA
94.815M Airport System Revenue Refunding Bonds, Series 1991	Aaa	AAA
18.645M Water & Sewer Revenue Bonds, Series 1985	Aaa/VMIG 1	Not Rated
15M Water & Sewer Revenue Bonds, Series 1993A	Aaa	AAA
29.875M Water & Sewer Revenue Refunding Bonds, Series 1993B	Aaa	AAA
54.65M Water & Sewer Revenue Bonds, Series 1995	Aaa	AAA
30M Water & Wastewater Revenue Bonds, Series 1998	Aaa	AAA

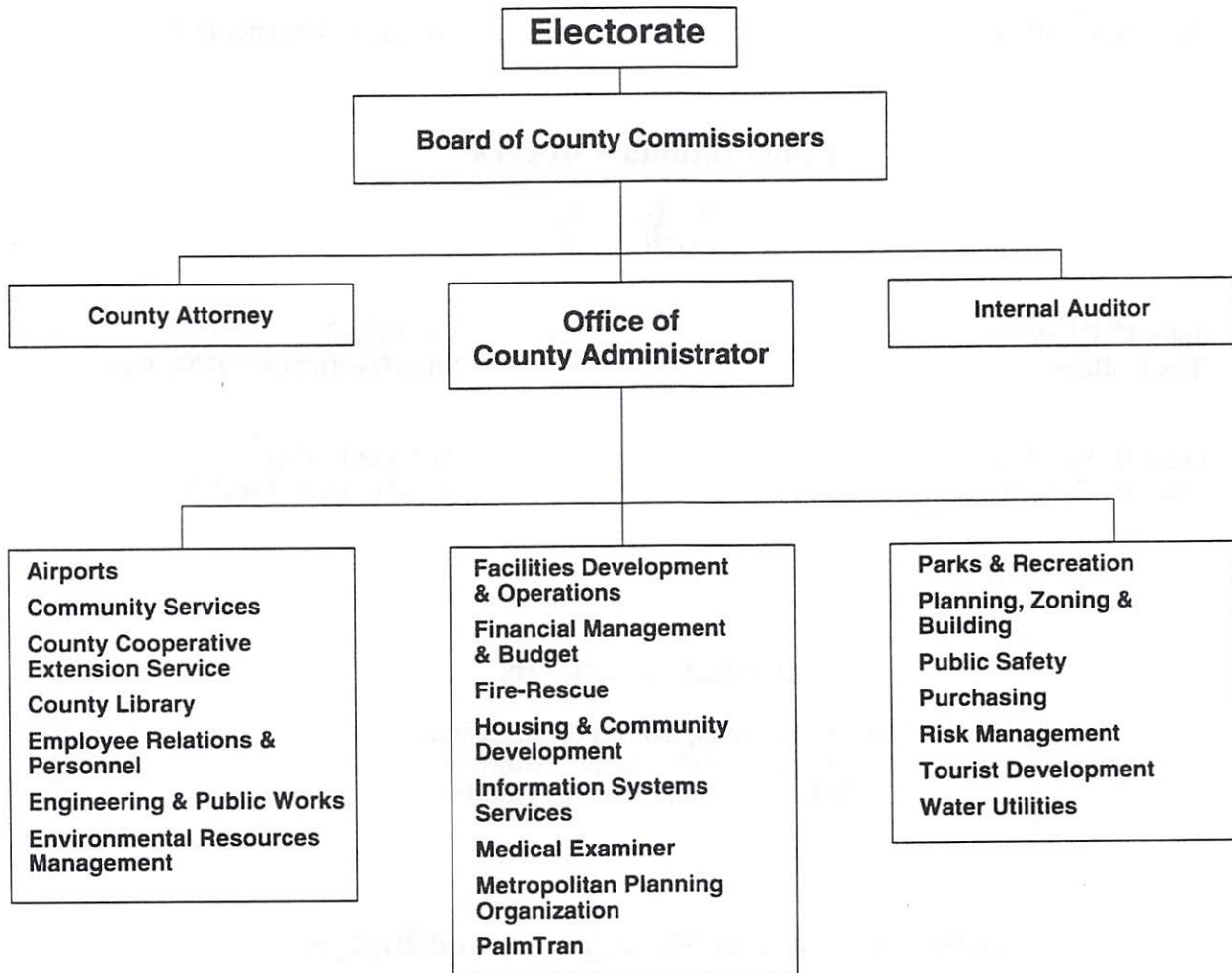
Fitch IBCA, Inc. has up-graded the County's General Obligation Bond Rating to AAA.

Other

On February 11, 1981, an election was held in which Palm Beach County's blue-collar workers selected the Communication Workers of America to represent them. On May 12, 1981, the Communications Workers of America was certified as sole and exclusive bargaining agent with respect to wages, hours, terms and conditions of employment for employees within the bargaining unit. The bargaining unit consists primarily of Palm Beach County's blue-collar workers.



Palm Beach County Board of County Commissioners Organizational Structure



Principal Officials of Palm Beach County Government

Board of County Commissioners

Warren H. Newell, District 3, Chairman

Carol A. Roberts, District 2, Vice Chair

Karen T. Marcus, District 1

Mary McCarty, District 4

Burt Aaronson, District 5

Tony Masilotti, District 6

Addie L. Greene, District 7

Constitutional Officers

Dorothy H. Wilken
Clerk of the Court

John K. Clark
Tax Collector

Ed Bieluch
Sheriff (effective 01/02/01)

Gary R. Nikolits
Property Appraiser

Theresa LePore
Supervisor of Elections

Appointed Officials

Robert Weisman, County Administrator
Denise Dytrych, County Attorney
Michael O'Brien, Internal Auditor

Office of Financial Management and Budget

Richard Roberts, Director
Elizabeth Bloeser, Budget Director
Joseph Bergeron, Assistant Budget Director

Budget Philosophy and Process

Philosophy

Palm Beach County is committed to providing quality service to its residents, at the lowest possible cost, in order to minimize taxpayer burden. In developing the County's financial plan, or budget, attention is first given to assuring that the budget will be in balance, both on an overall basis and in each of the County's funds. Any potential imbalances are eliminated by the County Administrator before the Tentative Budget is presented to the Board of County Commissioners for consideration and adoption at Public Hearings.

Process

Fiscal Year

Palm Beach County's Budget is based on a fiscal year, rather than a calendar year. The year begins on October 1 and ends on September 30. Thus, FY 2001 runs from October 1, 2000 through September 30, 2001.

Statutory Requirements

In the State of Florida, county budgets are governed by State Statutes. Chapter 129 of the Florida Statutes, entitled "County Annual Budget", specifically directs that (among other requirements) a budget be prepared annually and that it must be balanced. It further provides for amendment of the budget in limited circumstances and prohibits expenditures in excess of budgeted amounts.

Funds Included

The County's budget is consolidated and presents the planned disposition of all available resources in all funds. The total budget is appropriated by the Board of County Commissioners as the adopted financial plan for the County for the ensuing fiscal year.

Basis of Accounting

The County's accounting records for general governmental operations are maintained on the modified accrual basis; i.e., revenues are recorded when available and measurable, and expenditures are recorded when the services or goods are received and the related liabilities are incurred. The County's proprietary operations are maintained on the full accrual basis; i.e., revenues are recognized when earned and expenses are recognized when incurred.

Budget Development Process

Initial projections of tax requirements for FY 2001 indicated that a tax increase of up to \$22 million above the FY 2000 millage rate could be necessary in order to maintain service levels and fund departmental requests for enhanced service. Instructions for the FY 2001 budget had been formulated with the goal of achieving a budget with the Countywide millage at the same rate as FY 2000. Departments were allowed a 4% increase in personal services to accommodate anticipated salary increases. Other operating costs were limited to FY 2000 levels less one-time costs plus the annualization of FY 2000 budgeted supplemental requests unless increases were adequately justified as being uncontrollable.

All Department requests were due from March 10-24, with Constitutional Officers' proposed budgets due May 1 or as specified by State Statute. Funding all requests would have resulted in a tax increase of \$22 million above the FY 2000 rate. Workshops were held with the Management Team on May 4 and 5 and the proposed millage was reduced to the FY 2000 rate. A workshop with the Board of County Commissioners was held on May 30. Based on Board direction at the workshop, minor changes were made and a tentative budget was distributed on June 29.

The Board held meetings on July 5 and 6 to consider the recommended budget. At the conclusion of this workshop, a Tentative Budget was approved. Public Hearings were held September 5 and 21 to receive public comments on the Tentative Budget and adopt a final FY 2001 budget.

The Adopted Budget became effective on October 1, 2000.

Amendments after Adoption

Florida Statutes specifically direct that, upon the final adoption of the budgets, the budgets shall regulate the expenditures of the County and the itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended or altered or exceeded except as provided by the Statutes.

The Board of County Commissioners at any time within a fiscal year may amend a budget for that year as follows:

1. Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased with the approval of the Board of County Commissioners provided that the total appropriations of the fund not be changed.
2. Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund for any lawful purpose, but no expenditures shall be charged directly to the reserve for contingencies.
3. The reserve for future construction and improvements may be appropriated by the Board for the purpose(s) for which the reserve was established.
4. A receipt from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, gifts, or reimbursement for damages, may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget. Such receipts and appropriations shall be added to the budget of the proper fund.
5. Increased receipts for enterprise or proprietary funds received for a particular purpose may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget.

Florida Statutes provide for the delegation of authority to approve certain types of budget transfers. The Board of County Commissioners has established procedures by which the Director of the Office of Financial Management and Budget may authorize certain transfers which are intra-departmental in nature, such as transfers of appropriations from one line item to another within a department. The Director of OFMB may also approve transfers from designated capital reserves to establish budgets for projects previously approved, transfers between school impact fee reserves and appropriation units within the same fund, and transfers from reserves for donations when funds have been donated for specific purposes.

Budget Assumptions

This segment of the budget document indicates some basic directions which were approved by the County Administrator for the preparation of the FY 2001 budget and FY 2002-2006 forecast.

Factors Outside County Control

- ◆ Inflation rate is assumed to be zero when determining operating expense budgets.
- ◆ Population growth is estimated to be approximately 1.8% per year and will reach 1,082,140 by 2001 and 1,184,100 by 2006.
- ◆ Assessed value of new taxable construction will be \$1.9 billion for FY 2001.
- ◆ Rates for interest income will average 5.5% annually. (Based on nationwide economic projections).
- ◆ Rates for interest expense will average 6% annually. (Based on specific debt issue).

Factors Within County Control

Financial

- ◆ Budgeted contingency amounts will be limited to FY 2000 levels.
- ◆ Budgeted cash reserve levels will be adequate to provide for cash flow requirements.
- ◆ All revenues will be projected through FY 2006. Bond issuance will be preceded by a fiscal impact analysis including potential funding sources.

Administration

- ◆ FY 2001 Budget submittals will be separated to reflect:
 - a) the costs of continuing existing levels of service, recognizing annualization and inflation, less one-time costs, carryovers, and budget reductions.
 - b) the cost of proposed additions to existing levels of service through enhanced levels, new facilities, and new initiatives. Supplemental requests should be limited to items included in the FY 2001 projections and will be limited to those specifically approved by the Management Team.
- ◆ New positions will be identified, prioritized, and detailed justification will be provided.
- ◆ A detailed analysis must accompany all requests for new positions.
- ◆ The budget includes a 3% across-the-board pay increase on October 1, 2000 and a maximum merit increase on April 1, 2001 of 2% for non-bargaining unit employees and 2% for CWA employees.
- ◆ Any increases in base budget operating expenses must be justified by the Department and approved by the Management Team.

-
- ◆ Solid Waste expenses will increase by 5%.
 - ◆ New positions will generally be budgeted at 75% of the annualized cost. If a new facility is scheduled to be opened during FY 2001, new positions to staff the new facility are to be budgeted only for the period of time the new facility will be operational.
 - ◆ Budgeted staffing for peak-period needs should be accomplished by hiring employees who would be the first to go if workload does not warrant continued employment. This would be a condition of employment.
 - ◆ Budget requests will be adequate to assure that safety standards are met.
 - ◆ Application of contract services will be considered as a cost effective alternative wherever possible, especially for new facilities.

Equipment Purchases

- ◆ Budget requests for additional equipment will be accompanied by a utilization assessment, comparative buy vs. rent or lease/purchase cost analysis, and a cost analysis of associated maintenance and personnel requirements.
- ◆ Equipment replaced due to age, mileage, or maintenance condition will be disposed of as a trade-in or at auction. The level of equipment inventory should thus not increase. In fact, it may decrease due to the acquisition of more effective equipment.
- ◆ Prior to October 1, 2000, the Fixed Assets Section of OFMB will be supplied with a list of asset numbers for all assets that are budgeted to be replaced during FY 2001. Upon receipt of the replacement equipment, departments will be expected to promptly prepare the necessary paperwork to retire the old asset and notify Fixed Assets.

General

- ◆ New facilities which will become operational in FY 2001 will be identified and requirements for their operation and maintenance will be provided.
- ◆ Budgeted construction management costs will be shown as a component of the related project cost. The ability to provide a total cost of construction management must exist.
- ◆ Capital Improvement Program Budget requests will require prioritization of projects and identification of associated O & M costs.

Other Assumptions

- ◆ Personal services costs will be budgeted to provide for a 1% attrition factor on current and vacant positions.
- ◆ Five-year projections will be developed for all County expenditures and revenues in order to facilitate the update of the Palm Beach County Comprehensive Plan.
- ◆ Departments will submit the Budget in the Customer Focused Budgeting and Reporting format.

Long-Term Goals and Policies

Palm Beach County adopted a Comprehensive Plan in 1980 providing the framework for land use changes within the unincorporated area and mechanisms and standards through which changes could occur. This plan represented a rethinking and restructuring of land use planning in the County. The changes were a result of unstable conditions in the economy of the County, the needs of the Palm Beach County residents and state legislative requirements. The basic concept of the Plan was to permit development at urban densities in those areas where urban services could be provided efficiently and economically, and to prevent urban density development in areas which were not planned for extension of urban services.

Palm Beach County's 1989 Comprehensive Plan built upon the strengths of its predecessor. This plan is based on an overall goal of maintaining a high quality of life in the County. The mechanisms and means for attaining this goal have been incorporated into the Elements of this Plan. Element drafts took shape and developed into the 1989 Plan as a result of a successful citizen participation program. Citizen input and Board of County Commissioners' direction since the initial planning stages of this document have created a Plan that not only reflects the interests of the County as a whole, but maintains and protects the unique qualities and characteristics present in its sub-regions.

In 1995, the County evaluated the Plan, in accordance with the Evaluation and Appraisal Report requirements of the Florida Statutes. As a result, the Plan was substantially amended in 1996 and 1997, to incorporate the revisions necessary to update the Plan in preparation for the next planning time frame.

The Goals, Objectives and Policies presented in the Plan Elements reflect the directives of the citizenry and the Board of County Commissioners. These directives, which are discussed in greater detail in the Land Use Element, are:

- Redirect growth to the East where services and facilities can be provided and encourage the revitalization/redevelopment of the coastal communities,
- Through the implementation of a concurrency management system, provide for orderly growth and provision of facilities and services to maintain the existing quality of life in an economical manner,
- Implement County-wide growth management strategies while providing the opportunities for flexibility within the Plan that recognize and maintain the diversity of lifestyles.

Palm Beach County's Comprehensive Plan has been prepared to address the needs and interests of the County's residents and visitors. The Comprehensive Plan is comprised of 16 elements or sections. Palm Beach County is required to submit nine of these elements:

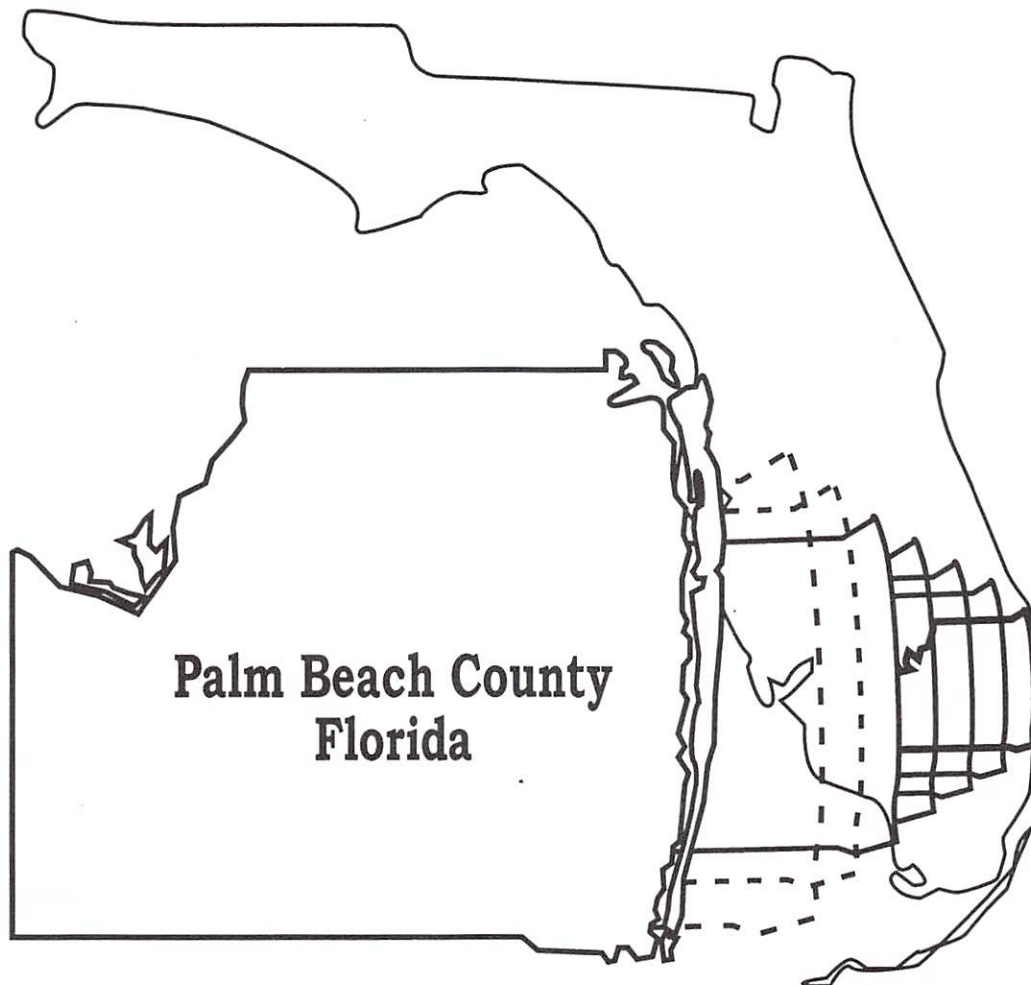
- Future Land Use
- Transportation
- Housing
- Utility (includes Water, Sewer, Stormwater Management and Solid Waste)
- Recreation and Open Space
- Conservation (includes Aquifer Recharge)
- Coastal Management
- Intergovernmental Coordination
- Capital Improvement

In order to develop a truly “comprehensive” plan, Palm Beach County has included seven optional elements in the Comprehensive Plan. These elements were desired so that the County could fully address the provision of services and facilities to its population dispersed in varying and distinctive sub-regions:

- Economic
- Fire Rescue
- Public Education
- Health and Human Services
- Library Services
- Historic Preservation

The Capital Improvement element of the plan consolidates the levels of service established in the various other elements into a comprehensive financial framework which projects the costs of providing those services and the County’s ability to finance them. The Capital Improvement Element also establishes criteria for prioritizing and locating capital improvements. Fiscal policies regarding revenue generation, debt financing, capital improvements and renewals and replacements are included. This element includes a five year projection of the total cost of operating the County government including capital improvements, debt payments and operations as well as the revenues necessary to finance those activities.

Budget Summary Information



Budget Summary Total Comparison FY 2000 Adopted Budget to FY 2001 Adopted Budget

What is the Budget?

The **budget** is a plan for the accomplishment of goals and objectives within programs identified as being necessary to the purpose of Palm Beach County government. Included in the format are estimates of the appropriations of resources required, the tax and non-tax revenues available to support implementation, and the number of positions estimated to fulfill the level of service represented by workload measures. In practice, the "budget" may be the plan presented to the appropriating body for adoption, labeled tentative, or the adopted budget, which is the legal authorization to expend County funds during the fiscal year. The budget may be amended during the fiscal year by the governing body in accordance with procedures specified by law and/or administrative order.

Total Budget

The total FY 2001 Budget is the adopted budget. It includes budget transfers from one fund to another and payments from one County department to another for services received.

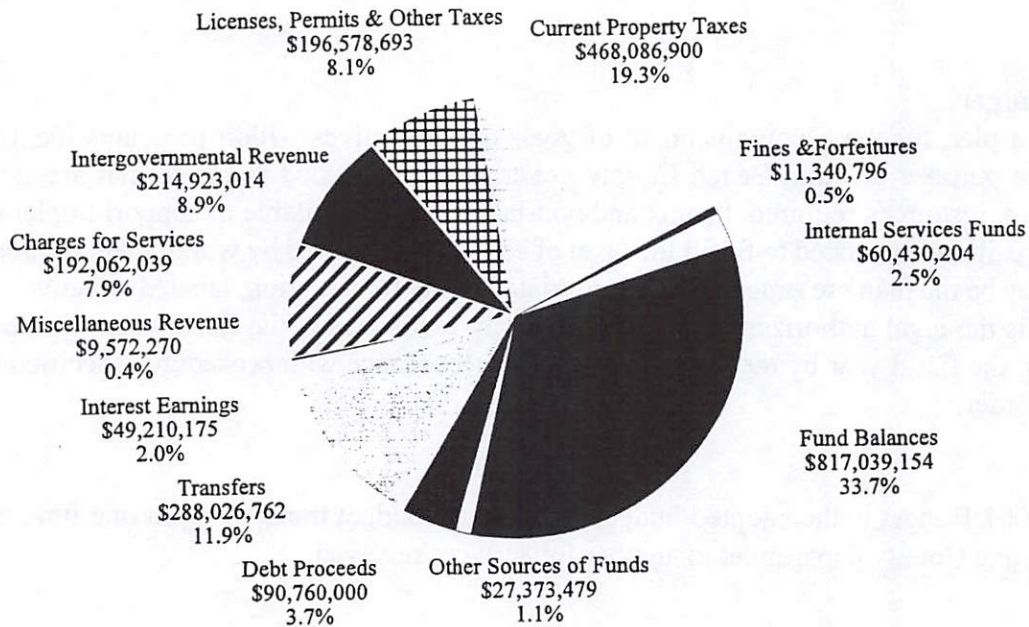
Net Budget

The Net Budget subtracts Internal Service Funds, transfers of money from one fund to another, and payments from one department to another for services rendered, from the total Gross Budget. These reductions from the total Gross Budget are considered double-counted because they do not represent money coming into the County budget as revenue or leaving the County budget as expense. Interfund transfers are necessary to reflect movement of revenues within the legal budget from the fund where received to the fund where the expenditure is to be recorded.

	FY 2000 Adopted Budget	FY 2001 Adopted Budget
Total Budget	\$2,218,332,235	\$2,425,403,486
Less: Internal Service Funds	(81,021,589)	(74,104,524)
Interfund Transfers	(260,945,347)	(288,026,762)
Interdepartmental Charges	(18,937,193)	(47,071,246)
Net Budget	<u>\$1,857,428,106</u>	<u>\$2,016,200,954</u>
Budgeted Reserves	\$550,804,274	\$482,773,786
Budgeted Expenditures	1,306,623,832	1,533,427,168
Net Budget	<u>\$1,857,428,106</u>	<u>\$2,016,200,954</u>

Sources of Funds by Category

Total all Funds \$2,425,403,486



County revenues come from many sources, of which Property Taxes represent only 19.3% of the total. Of current revenues (excluding fund balance), property taxes represent 29.1% of the total.

Licenses, Permits, & Other Taxes include permit and building fees, delinquent property taxes, electricity and cable franchise fees, utility service taxes, and sales and use taxes.

Intergovernmental Revenues consist of state revenue sharing, gas taxes, and state and federal grants.

Charges for Services include revenues from park user fees, emergency service fees, fire protection fees, bus fares, airport landing fees, water and sewer fees, and other types of user fees.

Interest Earnings are revenues generated by funds invested by the County until they are needed for expenditures. Reserves generate a significant amount of interest earnings.

Transfers occur between funds. A transfer out of one fund is reflected as an expense while the offsetting transfer into another fund appears as a revenue.

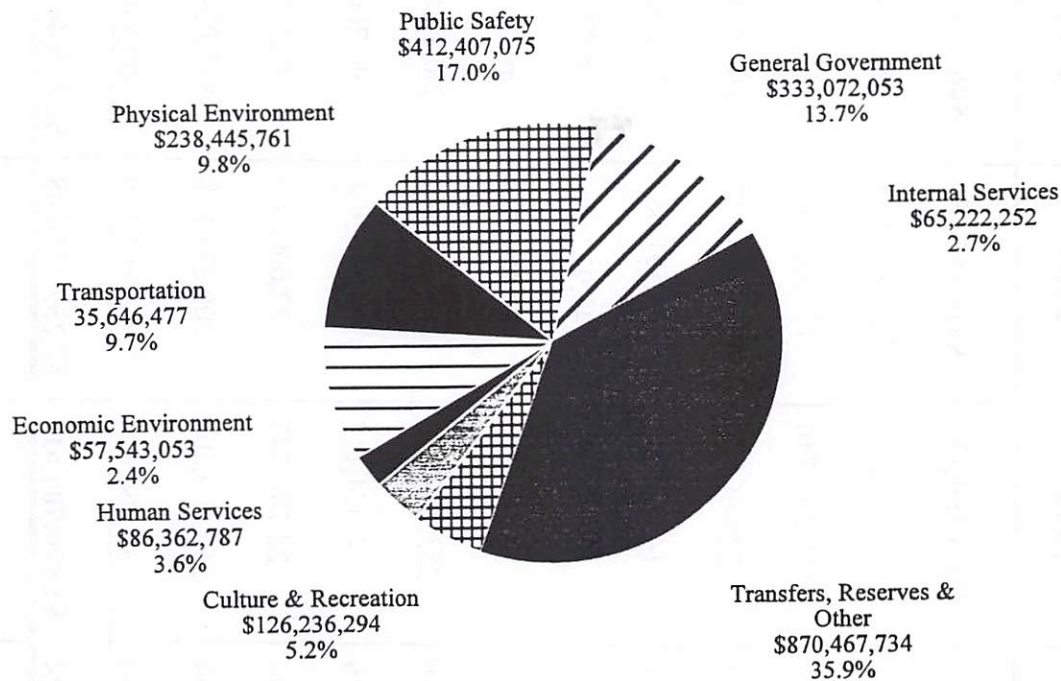
Debt Proceeds represent revenue from bonds of \$74.52 million that will be issued for the Convention Center. Also included are a letter of credit for \$4.91 million for the Road Program, which will not be drawn against unless needed for cash flow purposes, and loan proceeds of \$11 million for replacement of Palm Tran buses.

Fund Balance represents carryover funds from the prior fiscal year, and is 33.7% of the total budget. A major component of Fund Balance is Reserves, which are discussed in the appropriation section.

Internal Service Fund Charges represent revenues received by County Departments for services provided to other County Departments.

Expenditures by Function

Total all Funds \$2,425,403,486



General Government - Services provided by the County for the benefit of the public and the governmental body as a whole.

Public Safety - Services provided by the County for the safety and security of the public.

Physical Environment - Functions performed by the County to achieve a satisfactory living environment for the community as a whole.

Transportation - Expenditures for developing and improving the safe and adequate flow of vehicles, travelers, and pedestrians.

Economic Environment - Expenditures for the development and improvement of the economic condition of the community and its citizens.

Human Services - Expenditures with the purpose of promoting the general health and well-being of the community as a whole.

Culture and Recreation - Expenditures to provide County residents opportunities and facilities for cultural, recreational, and educational programs.

Transfers, Reserves and Other - Funds which are transferred from one County fund to another and funds which are set aside to provide for unforeseen expenses, fund balance, and payments of principal for County bonds.

Internal Services - Expenses incurred through services provided by one County agency to another.

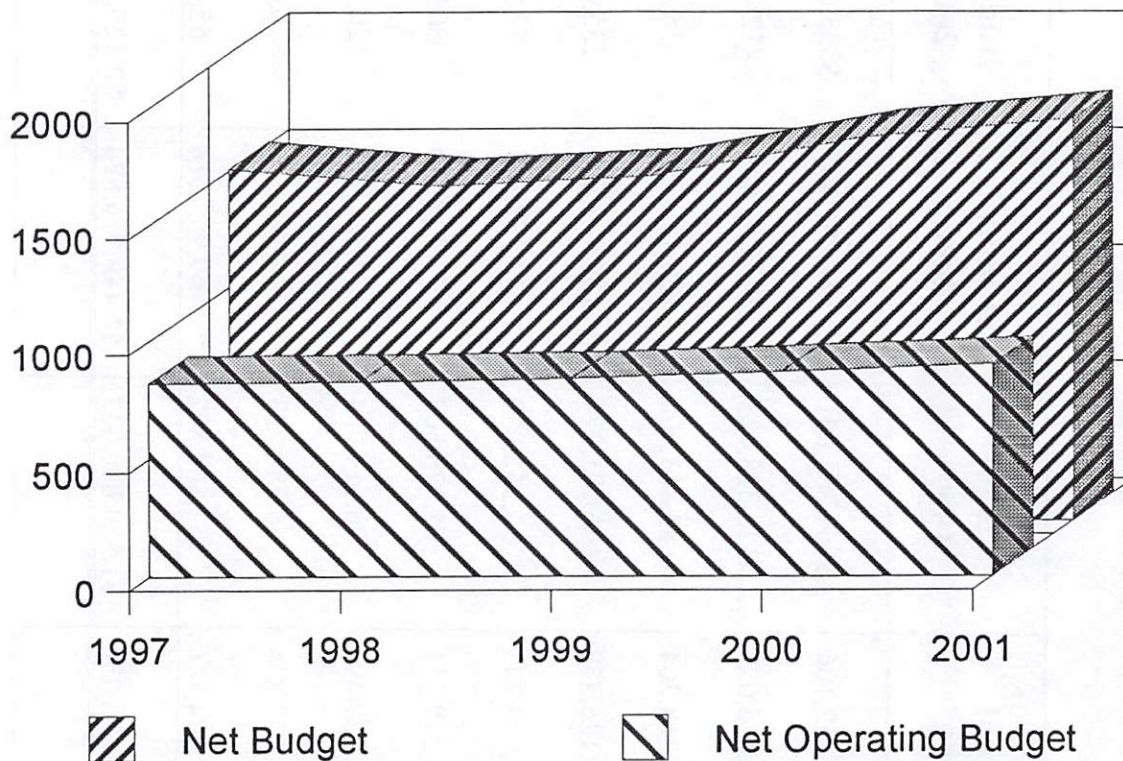
**Sources of Funds
Fiscal Years 1997-2001**

Character	Actual 1997	Actual 1998	Actual 1999	Estimated 2000	Budget 2001
Current Property Taxes	\$323,751,502	\$360,088,909	\$385,369,330	\$419,197,737	\$468,086,900
Licenses, Permits & Other Taxes	154,504,216	167,725,938	183,532,695	186,857,178	196,578,693
Intergovernmental Revenues	131,407,190	149,066,851	168,267,746	176,645,164	214,923,014
Charges for Services	152,958,736	297,600,330	222,866,169	179,219,722	192,062,039
Fines and Forfeitures	9,380,855	13,004,371	14,493,261	9,591,687	11,340,796
Miscellaneous Revenues	45,202,031	50,428,860	39,931,757	43,927,890	9,572,270
Interest Earnings	44,238,072	60,444,296	31,081,580	50,776,576	49,210,175
Operating Transfers	274,087,147	286,898,468	283,299,284	274,778,947	288,026,762
Debt Proceeds	178,199	73,148,926	4,074,115	130,998,904	90,760,000
Other Sources of Funds	18,396,536	24,144,037	22,248,747	22,660,306	27,373,479
Fund Balance	613,863,810	418,213,554	558,469,304	700,877,598	817,039,154
Internal Service Fund Charges	55,407,031	56,067,184	57,266,624	63,803,299	60,430,204
Total	\$1,823,375,325	\$1,956,831,724	\$1,970,900,612	\$2,259,335,008	\$2,425,403,486

**Uses of Funds
Fiscal Years 1997 - 2001**

Function	Actual 1997	Actual 1998	Actual 1999	Estimated 2000	Budget 2001
General Government	\$152,230,667	\$168,752,106	\$164,383,041	\$164,707,465	\$333,072,053
Public Safety	302,899,674	307,625,079	324,328,423	340,355,049	412,407,075
Physical Environment	110,854,635	69,218,204	83,863,908	129,456,744	238,445,761
Transportation	173,583,282	171,126,379	166,791,974	168,973,028	235,646,477
Economic Environment	31,339,492	34,053,243	33,352,980	38,352,383	57,543,053
Human Services	59,203,843	60,238,551	65,376,502	74,729,589	86,362,787
Culture/Recreation	64,191,802	57,669,494	70,354,084	80,311,471	126,236,294
Transfers, Reserves & Other	396,775,276	417,818,834	364,280,333	374,138,531	870,467,734
Internal Services	60,711,176	58,574,146	57,869,592	69,952,614	65,222,252
Total	\$1,351,789,847	\$1,345,076,036	\$1,330,600,837	\$1,440,976,874	\$2,425,403,486

Constant Dollar Costs Per Capita

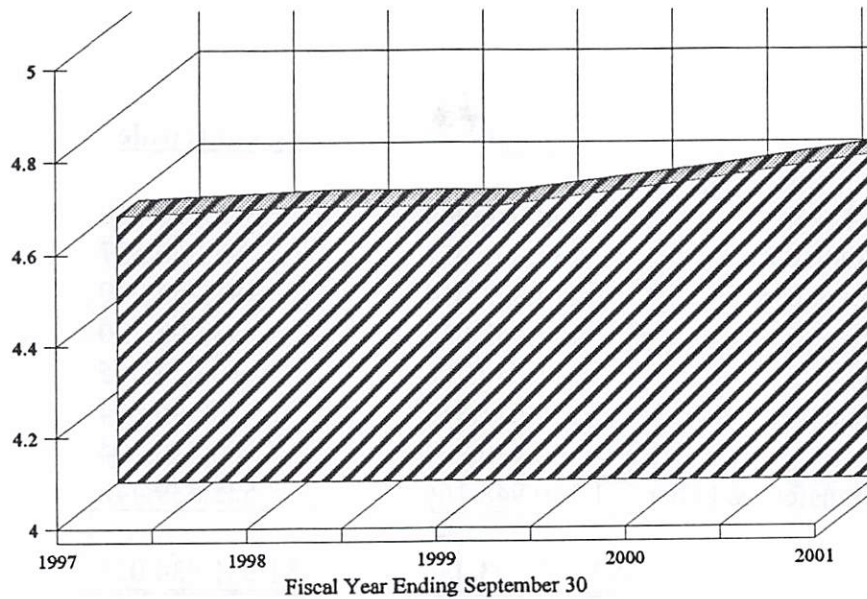


	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Net Budget	\$1,507	\$1,432	\$1,475	\$1,637	\$1,717
Net Operating Budget	\$817	\$823	\$836	\$869	\$901

Palm Beach County's net budgets and net operating budgets for the fiscal years ending September 30, 1997 through 2001 are presented in constant dollars per capita to counter the effects of inflation and growth.

In FY 2001, the net budget in constant dollar cost per capita increased by 4.9% while the net operating budget in constant dollar cost per capita increased 3.7% as compared to FY 2000. The most significant element of the increase in the net budget is funding for the construction of the convention center. Other significant elements of the net budget increase are in capital funding for road improvements, mass transit, and parks; and operating funding for the Sheriff's Office and Fire-Rescue. The net operating budget in constant dollar cost per capita has increased 10.3% since FY 1997, an average of 2.6% per year. In the same period of time the Consumer Price Index has increased 9.5%, an average of 2.4% per year. This indicates the County has held the increases in the net operating budget per capita to approximately the same as the national inflation rate.

Board of County Commissioners Employees Per 1,000 Population



Actual	Actual	Actual	Estimated	Budget
<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
4.58	4.60	4.60	4.65	4.71

Palm Beach County Board of County Commissioners has a total of 5,116 full and part-time employees budgeted for the 2001 fiscal year. The number of employees per 1,000 population is being presented in order to reflect the effects of growth. This chart shows the true increases and decreases in employees from the 1997 fiscal year through the 2001 fiscal year.

Because personnel costs are a major portion of the County's operating budget, changes in the number of employees per 1,000 population have a direct relationship to the cost of providing services. An increase in employees per 1,000 population could indicate that the County is becoming more labor intensive, productivity is declining or service levels are increasing.

As indicated by the above graph, the Board's employees per 1,000 population has been relatively constant showing only slight increases since the 1997 fiscal year. The increase from FY 1997 to FY 2001 is 2.8% for an average of 0.7% annually. This indicates that the County is maintaining a steady balance between the number of employees and the community served as growth has occurred.

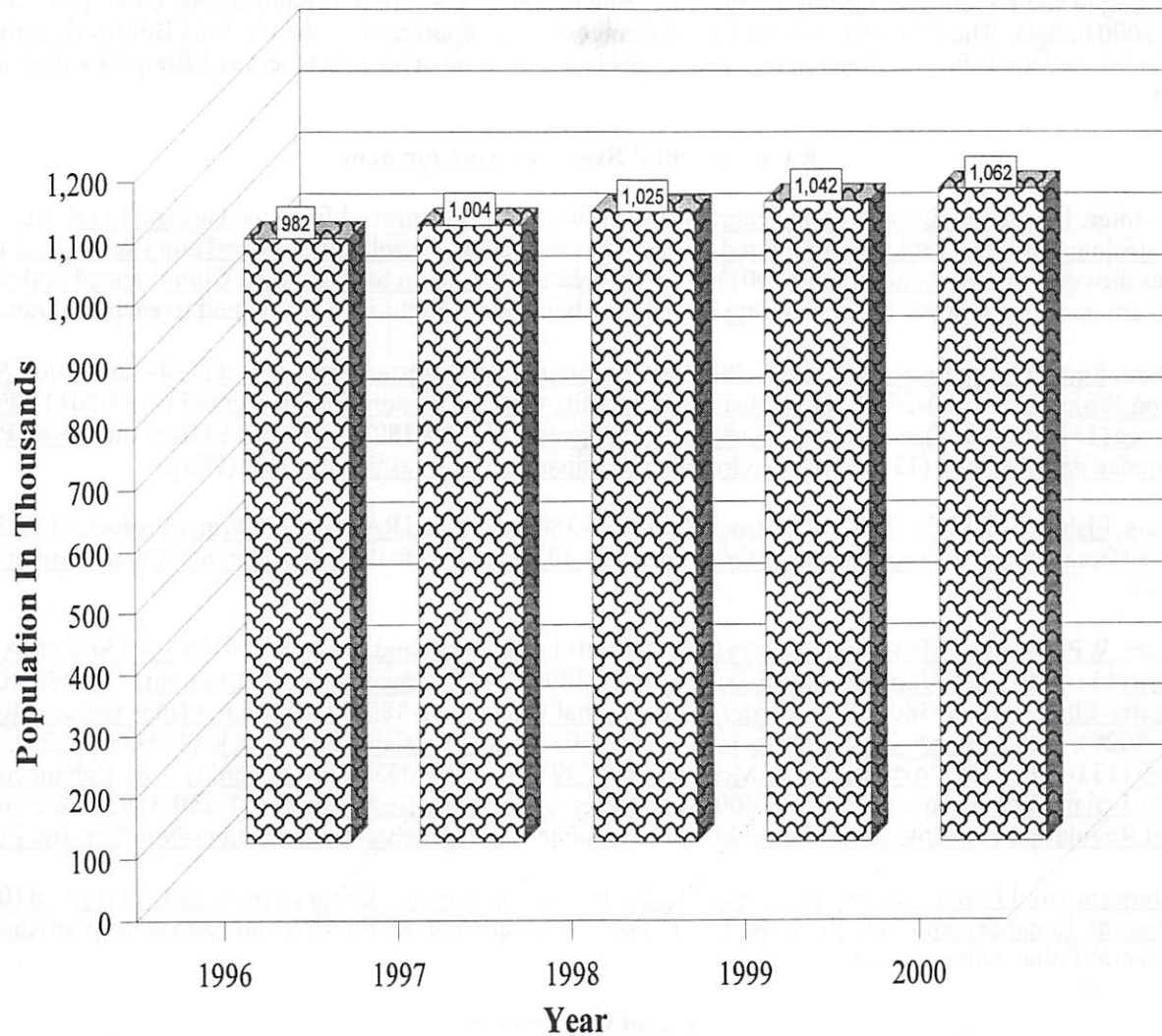
Division of Receipts and Expenditures
Florida Statutes: Section 129.01(2)(b)

<u>Estimated Revenues</u>	<u>Total</u>	<u>Countywide</u>	<u>Non-Countywide</u>
Current Ad Valorem Taxes	\$468,086,900	355,899,910	\$112,186,990
Licenses, Permits & Other Taxes	137,991,051	97,366,537	40,624,514
Intergovernmental Revenues	214,923,014	191,754,989	23,168,025
Charges for Services	192,062,039	83,998,720	108,063,319
Fines and Forfeitures	11,340,796	10,647,565	693,231
Miscellaneous Revenue	159,621,316	56,196,654	103,424,662
Internal Services	60,430,204	60,430,204	0
Balances Forward, Transfers & Other	<u>1,180,948,166</u>	<u>525,539,446</u>	<u>655,408,720</u>
Total Revenues	<u>\$2,425,403,486</u>	<u>\$1,381,834,025</u>	<u>\$1,043,569,461</u>

Estimated Expenditures

General Government	\$333,072,053	\$333,072,053	\$0
Public Safety	412,407,075	105,667,717	306,739,358
Physical Environment & Utilities	238,445,761	57,520,861	180,924,900
Transportation	235,646,477	127,132,378	108,514,099
Economic Environment	57,543,053	57,323,053	220,000
Health & Human Services	86,362,787	86,256,092	106,695
Culture & Recreation	126,236,294	75,213,250	51,023,044
Internal Services	65,222,252	65,222,252	0
Transfers, Reserves & Other	<u>870,467,734</u>	<u>474,426,369</u>	<u>396,041,365</u>
Total Appropriations	<u>\$2,425,403,486</u>	<u>\$1,381,834,025</u>	<u>\$1,043,569,461</u>

Population Comparison



As indicated by the above graph, the overall population of Palm Beach County has increased 8.2% over the past four years. Growth is not without challenges. An expanding population has expanding needs for services such as law enforcement, fire and rescue, human services, transportation, and recreation.

Additional people place additional demands on existing facilities creating expanded maintenance needs and ultimately the need for new facilities.

Organizational Changes from the FY 2000 Budget

Palm Beach County, like every large organization, from time to time finds it necessary to alter its organizational structure in order to more effectively manage and monitor existing programs or to add new programs. In order to gain a clearer understanding of the FY 2001 Operating Budget, the reader should be aware of organizational changes since adoption of the FY 2000 budget. The following organizational changes are incorporated into the FY 2001 Budget Document. Also included in this section is information relating to changes in the location of various Operating Budgets within the budget document.

Environmental Resource Management

The cost center, Petroleum Storage Tank Program (001-380-3222), was moved from the General Fund (001) to newly created Petroleum Storage Tank Program Fund (010). The cost center, Petroleum Storage Tank Compliance (001-380-3223), was moved from the General Fund (001) to newly created Petroleum Storage Tank Compliance Fund (011). The changes were made to improve the accounting method for balances brought forward related to each program.

Cost centers, Square Lake Restoration (131-380-2005), Crinum Island Restoration Project (131-380-2006), South Bay Restoration Project (131-380-2010), Palm Beach Community College Restoration Project (131-380-2011), Freshwater Maintenance (131-380-2012), and Reserve-Freshwater Projects (131-380-3892) were moved from the Vessel Regulation Fee Ordinance #88-40 Fund (131) to the Environmental Enhancement-Freshwater Fund (063).

Cost centers, Fishing Reef (131-380-1012), Boca Reef (131-380-1021), and Reserve-Salt Water Projects (131-380-3891) were moved from the Vessel Regulation Fee Ordinance #88-40 Fund (131) to the Environmental Enhancement-Saltwater Fund (064).

Cost centers, WPB Seawall Mangrove Planters (131-380-3011), Peanut Island (131-380-3012), Find Site MSA FO-617C Juno Beach (131-380-3014), Jupiter Ridge Ecosite 54 (131-380-3015), Munyon Island-SBA Grant (131-380-3020), Sims Creek Jupiter-Phase II (131-380-3026), Boaters Recreational Island (131-380-3028), Jupiter Inlet Wetland Restoration (131-380-3029), Lake Worth Golf Course (131-380-3030), Munyon Island-Boat Dock (131-380-3031), Artificial Reef/FY99 (131-380-3032), Artificial Reef Monitoring/FY99 (131-380-3033), Frenchman's Forest Enhancement (131-380-3043), Upland Enhancement (131-380-4001) and Reserve-Non Specific Projects (131-380-3893) were moved from the Vessel Regulation Fee Ordinance #88-40 Fund (131) to the Environmental Enhancement-Non Specific Fund (065).

Funds Environmental Enhancement-Freshwater Fund (063), Environmental Enhancement-Saltwater Fund (064), and Environmental Enhancement-Non Specific Fund (065) were created to improve the accounting method for the Environmental Enhancement Program.

Equal Opportunity

Human Relations Camp (001-400-4170) was moved from the General Fund (001) to newly created Human Relations Camp Fund (018). HUD - Fair Housing (001-402-4131) was moved from the General Fund (001) to newly created HUD-Fair Housing Fund (019). Fair Employment Contract (001-402-4616) was moved from the General Fund (001) to newly created Fair Employment Contract Fund (020). The changes were made to improve the accounting method for balances brought forward related to each program.

General Government

Center for Information/Crisis Services (001-740-1002) was moved to (001-740-2507) to identify it as a County Sponsored Program.

Planning, Zoning and Building

Reserve for Mid West Community Services Center (117-600-6199) was moved from the MSTD - Building Fund (117) to the Public Building Improvement Fund (490-621-B092) to be accounted for as a capital project.

Public Affairs

Channel 20 Program Revenues (001-640-6410) was moved to newly created Channel 20 Program Fund (021) to improve the accounting method for balances brought forward related to the program.

Public Safety

Medical Examiner (001-660-4100) and Pediatric Pathologic Program (001-660-4150) were moved from Public Safety (660) to a newly created Medical Examiner Agency (670) to improve program efficiency.

Regulation of Towing Business (001-660-6240) and Towing Business Reserves (001-660-6249) were moved from the General Fund (001) to newly created Regulation of Towing Business Fund (022). Vehicle for Hire Ordinance (001-660-6250) and Vehicle for Hire Reserves (001-660-6259) were moved from the General Fund (001) to newly created Vehicle for Hire Fund (023). USDA Grant (001-660-8211) was moved from the General Fund (001) to newly created USDA Grant Fund (024). The changes were made to improve the accounting method for balances brought forward related to each program.

Risk Management

Wellness Committee (623-700-7125) was moved from the Employee Health Insurance Fund (623) to the Risk Management Fund (641). BC/BS PPO (623-700-7223) and Flexible Spending Account Administration (623-700-7225) were moved from the Employee Health Insurance Fund (623) to the General Fund (001). The changes were made to improve accounting methods.

Changes From The Recommended Budget

The adopted budget reflects an increase of \$20,545,711 over the amount recommended by the County Administrator for the operating departments. The following chart shows the changes from the recommended to adopted.

<u>Department</u>	<u>Increase (Decrease)</u>
<u>Board of County Commissioners</u>	
County Cooperative Extension Services	\$15,000
Engineering and Public Works	1,550,512
Environmental Resources Management	187,498
Facilities Development and Operations	717,005
Fire-Rescue	1,891,771
Judicial	(242,235)
Palm Tran	665,000
Parks and Recreation	825,196
Planning, Zoning and Building	1,626,190
Public Affairs	574,457
Public Safety	4,306,866
Non-Departmental Agencies	<u>(215,297)</u>
Sub-Total	<u>\$11,901,963</u>
<u>Constitutional Officers</u>	
Clerk	\$218,479
Sheriff	<u>8,425,269</u>
Sub-Total	<u>\$8,643,748</u>
Total	<u><u>\$20,545,711</u></u>

Changes were made to the recommended budget for various reasons during the budget workshops in July and at the public hearings. Amounts that had been estimated were corrected as more reliable information became available. The County Administrator recommended changes that were approved by the Board of County Commissioners and Board-directed changes resulting from workshop discussions were made. Following is a listing of the changes made within each Department.

County Cooperative Extension Services

The budget was increased by \$15,000 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Engineering and Public Works

An increase of \$1,550,512 was required to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Environmental Resources Management

The budget was raised by \$187,498 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Facilities Development and Operations

The budget increased by \$1,143,202 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001. The budget was also reduced by \$426,197 to remove Fire-Rescue from the vehicle replacement pool.

Fire-Rescue

An increase of \$1,622,032 was necessary to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001. An additional \$269,739 was also added to the budget to establish budget for a grant that was awarded after the Tentative Budget was approved.

Judicial

The budget was reduced by \$242,235 to adjust for a lower revenue projection.

Palm Tran

The budget increased by \$665,000 to carry forward grant funds for machinery and equipment contracted for in FY 2000 that will not be received until FY 2001.

Parks and Recreation

The budget rose by \$373,248 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001. \$451,948 was also carried forward to park improvements that will not be completed until FY 2001.

Planning, Zoning and Building

An increase of \$1,626,190 was required to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Public Affairs

The budget was raised by \$574,457 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Public Safety

The budget increased by \$283,047 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001. There was also an increase of \$3,912,457 to recognize and appropriate additional anticipated E-911 revenue. Two additional grants, totaling \$111,362, were also added to the budget.

Non-Departmental Agencies

The budget was adjusted downward by \$265,097 to reflect lower revenue expected by the Criminal Justice Commission. \$49,800 was added due to the amount of a grant to be received by the Office of Equal Opportunity being increased.

Clerk

The budget increased by \$218,479 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Sheriff

The budget increased by \$8,425,269 to carry forward funding for equipment and services contracted for in FY 2000 that will not be received until FY 2001.

Ad Valorem Taxes Countywide and Dependent Taxing Districts

	<u>FY 1997</u>	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2001 Tax*</u>
Countywide	4.5191	4.8666	4.8582	4.9456	4.9362	\$355,899,910
Dependent Taxing Districts:						
Library District	0.4997	0.4997	0.5246	0.5246	0.5403	\$ 21,417,979
Fire-Rescue Main MSTU	2.4998	2.5764	2.7819	2.9129	2.9945	\$ 83,692,800
Glades Regional Fire MSTU	0.8094	0.8019	0.9594	1.1838	1.1838	\$ 906,984
Jupiter Fire-Rescue	n/a	1.9334	1.9962	1.8876	1.8445	\$ 6,169,227

* Ad valorem taxes for FY 2001 are based upon the tentative calendar year 2000 Certification of Taxable Value, multiplied by the millage for FY 2001. The Countywide millage and taxes include voted debt of 0.3362 mills and taxes of \$24,249,708.

The above millage rates are those levied by the Palm Beach County Board of County Commissioners for Countywide and Dependent Taxing Districts. All property owners with taxable properties located within Palm Beach County will pay the Countywide millage. The millage shown for the Dependent Taxing Districts will apply to properties located within those Districts.

A "mill" is one-tenth of a penny, or \$1.00 of ad valorem tax for each \$1,000 of certified taxable value.

A property owner with property assessed at \$100,000 and a homestead exemption of \$25,000 will pay the above Countywide millage on \$75,000 of taxable value, calculated by the following formula:

$$(\text{Assessed Value} - \text{Homestead Exemption}) \div 1000 \times \text{Millage rate} = \text{Ad Valorem Tax}$$

Countywide Example:

$$(\$100,000 - 25,000) \div 1000 \times 4.9362 = \$ 370.22$$

Note that the above example is calculated on the Countywide rate only and does not take into account the Dependent Taxing Districts.

There are numerous other taxing authorities within Palm Beach County which levy taxes in addition to the Palm Beach County Board of County Commissioners. Examples of these other taxing authorities include the South Florida Water Management District, the School Board of Palm Beach County, various municipalities, and independent taxing districts.

Board of County Commissioners

Percent Increase (Decrease) in Millage Over Rolled-Back Rate (1)

	FY 2001 Rolled-Back Rate		FY 2001 Adopted Taxes		Adopted Increase (Decrease)		
	<u>Millage</u>	<u>Taxes</u>	<u>Millage</u>	<u>Taxes</u>	<u>Millage</u>	<u>Taxes</u>	% Increase / (Decrease) Over Rolled-Back Rate
Countywide (2)	4.4213	\$318,407,643	4.6000	\$331,650,202	0.1787	\$13,242,559	4.04 %
County Library District	0.5095	20,197,039	0.5403	21,417,979	0.0308	1,220,940	6.05 %
Fire-Rescue MSTU	2.8282	79,044,908	2.9945	83,692,800	0.1663	4,647,892	5.88 %
Jupiter Fire-Rescue MSTU	1.7885	5,981,926	1.8445	6,169,227	0.0560	187,301	3.13 %
Glades Reg. Fire MSTU	1.1966	<u>916,791</u>	1.1838	<u>906,984</u>	(0.0128)	<u>(9,807)</u>	<u>(1.07) %</u>
Aggregate Millage Rate (3)	5.8885		6.1560		0.2675		<u>4.54 %</u>
Total Taxes		<u>\$424,548,307</u>		<u>\$443,837,192</u>		<u>\$19,288,885</u>	<u>4.54 %</u>

(1) Rolled-Back Rate is the millage rate which, exclusive of new construction, will provide the same ad valorem tax revenue as was levied during the prior year.

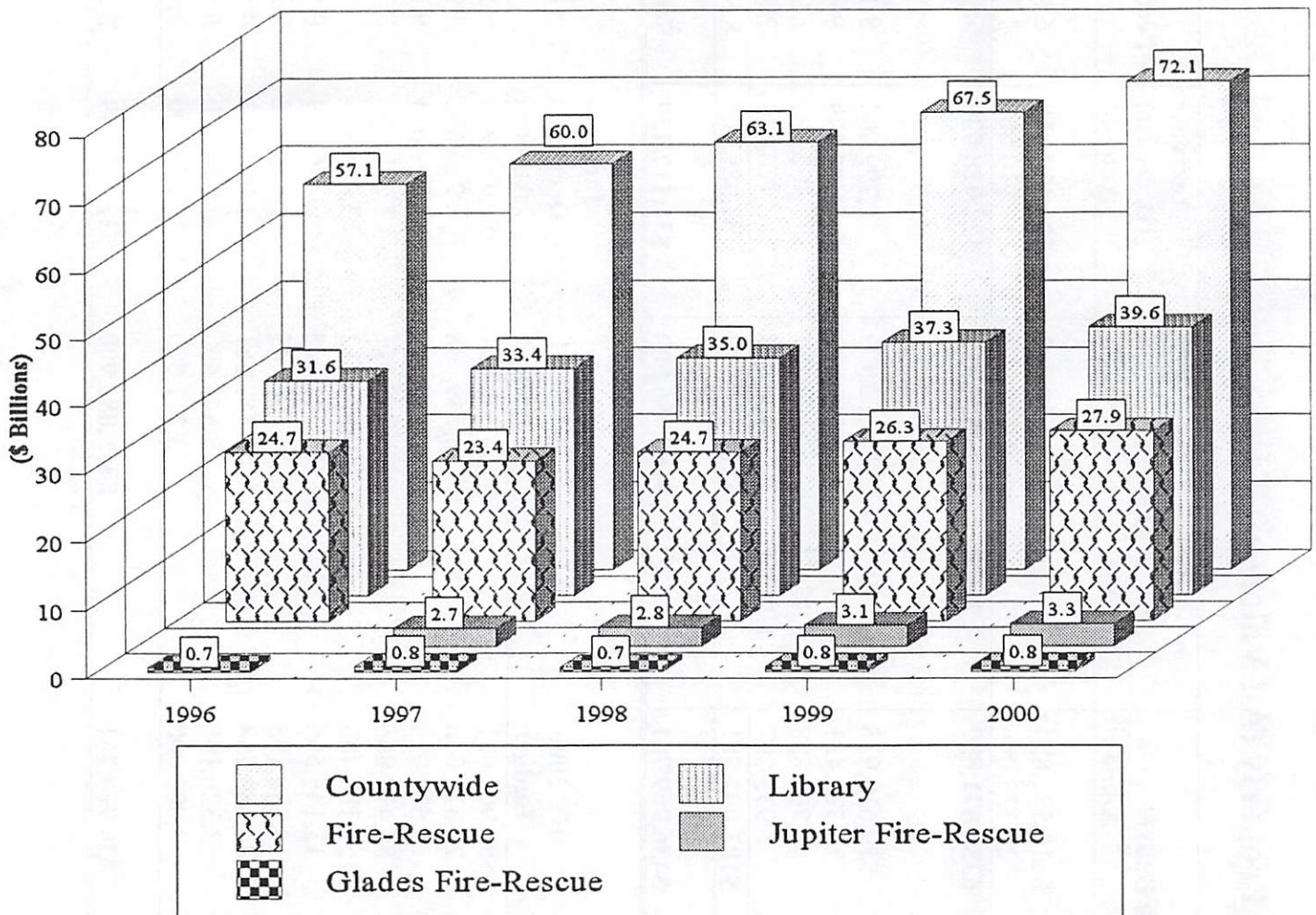
(2) Exclusive of voted debt millage rate of 0.3456 in FY 2000 and adopted voted debt millage of 0.3362 for FY 2001.

(3) Aggregate Millage Rate is the sum of all ad valorem taxes levied by the governing body of a county for countywide purposes, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate.

Changes in Property (Ad Valorem) Taxes

	FY 2000 Budget		FY 2001 Budget		Increase (Decrease) Amount	Percent
	Millage	Amount	Millage	Amount		
<u>Countywide</u>						
General Fund	4.6000	\$310,532,834	4.6000	\$331,650,202	\$21,117,368	6.80%
Voted Debt Service	0.3456	23,339,046	0.3362	24,249,708	910,662	-1.14%
Sub-Total Countywide	4.9456	\$333,871,880	4.9362	\$355,899,910	\$22,028,030	6.60%
<u>Dependent Districts</u>						
County Library	0.5246	\$19,618,975	0.5403	\$21,417,979	1,799,004	9.17%
Fire-Rescue Countywide MSTU	2.9129	76,778,421	2.9945	83,692,800	6,914,379	9.01%
Jupiter Fire MSTU	1.8876	5,766,888	1.8445	6,169,227	402,339	6.98%
Glades Regional Fire MSTU	1.1838	933,597	1.1838	906,984	(26,613)	-2.85%
Sub-Total Dependent Districts		\$103,097,881		\$112,186,990	\$9,089,109	8.82%
Total Property Taxes		\$436,969,761		\$468,086,900	\$31,117,139	7.12%
		FY 2000 Budget		FY 2001 Budget	Increase (Decrease) Amount	Percent
Use of Property Taxes						
County Commission - Countywide		\$98,903,651		\$104,340,931	\$5,437,280	5.50%
County Commission - Voted Debt Service		23,339,046		24,249,708	910,662	3.90%
County Library		19,618,975		21,417,979	1,799,004	9.17%
Fire-Rescue		83,478,906		90,769,011	7,290,105	8.73%
Sheriff		155,184,488		168,850,312	13,665,824	8.81%
Property Appraiser		13,146,566		13,222,945	76,379	0.58%
Judicial System		14,289,193		14,768,745	479,552	3.36%
Clerk of the Courts		22,680,738		23,712,661	1,031,923	4.55%
Supervisor of Elections		3,326,198		3,543,608	217,410	6.54%
Tax Collector		3,002,000		3,211,000	209,000	6.96%
Total		\$436,969,761		\$468,086,900	\$31,117,139	7.12%

Taxable Valuation Comparison



Summary of Revenues by Source

	FY 1999 Actual	FY 2000 Estimated	FY 2001 Budget *	% Change 2000 to 2001
Property Taxes - Current	\$385,369,330	\$419,197,737	\$444,682,555	6.1%
Fund Balances	558,469,304	700,877,598	821,727,893	17.2%
Gasoline Tax	52,074,645	52,527,000	53,840,000	2.5%
One-Half Cent Sales Tax	55,533,627	60,000,000	63,800,000	6.3%
Interest	31,081,580	50,776,576	49,210,175	-3.1%
Utility Service Tax	36,828,025	36,800,000	38,527,000	4.7%
Federal Grants	51,071,882	50,491,472	85,483,917	69.3%
State Grants	19,487,664	28,994,897	29,111,080	0.4%
State Shared Revenues	29,560,801	24,741,500	22,981,500	-7.1%
Franchise Fees	17,976,985	16,123,494	17,014,993	5.5%
Tourist Tax	16,406,273	17,815,000	19,063,000	7.0%
Building Permits	10,548,854	10,000,000	10,000,000	0.0%
Charges for Services - Other	67,784,120	23,894,487	30,119,560	26.1%
Charges for Services - Water & Sewer	65,713,096	66,837,000	69,408,000	3.8%
Charges for Services - Public Safety	29,028,779	30,895,473	34,194,729	10.7%
Charges for Services - Airport	57,965,528	55,040,416	55,773,890	1.3%
Special Assessments & Impact Fees	53,630,316	56,287,502	58,587,642	4.1%
Excess Fees from Constitutional Officers	22,248,747	22,660,306	22,684,740	0.1%
Fines and Forfeitures	14,493,262	9,591,687	11,340,796	18.2%
Other Revenues	50,850,230	56,101,713	68,169,167	21.5%
Statutory Reserves	0	0	(20,442,577)	n/a
Transfers	283,436,825	274,878,947	288,935,222	5.1%
Debt Proceeds	4,074,115	130,998,904	90,760,000	-30.7%
Internal Services	57,266,624	63,803,299	60,430,204	-5.3%
Total	<u>\$1,970,900,612</u>	<u>\$2,259,335,008</u>	<u>\$2,425,403,486</u>	7.4%
* FY 2001 Property Taxes represents the budgeted amount, net of a 5 % statutory reserve.				

Revenues Sensitive to the Economy

	<u>Actual FY 1997</u>	<u>Actual FY 1998</u>	<u>Actual FY 1999</u>	<u>Estimated FY 2000</u>	<u>Budget FY 2001</u>
Ad Valorem from New Construction	\$9,642,000	\$9,217,884	\$10,194,026	\$12,505,260	\$12,784,543
Electricity Franchise Fees	15,368,039	14,577,405	14,791,627	12,500,000	13,600,000
Electricity Utility Tax	23,769,826	25,170,386	24,731,278	23,700,000	24,300,000
Development Fees	43,475,137	50,346,309	62,967,041	65,301,532	67,468,930
Sales Tax	<u>48,707,010</u>	<u>52,372,058</u>	<u>55,533,627</u>	<u>60,000,000</u>	<u>63,800,000</u>
	<u>\$140,962,012</u>	<u>\$151,684,042</u>	<u>\$168,217,599</u>	<u>\$174,006,792</u>	<u>\$181,953,473</u>

Revenues Sensitive to the Economy are affected by the direction of the economy, i.e., employment, construction, consumption, etc. These revenues are driven by factors both within and outside the County, as families and business owners evaluate national and international issues in the timing of their purchases and the creation or expansion of their businesses. For the past few years the County has benefitted from the expansion of the US economy and the growth in the local population and new jobs.

Ad Valorem from New Construction increased for the second straight year. New taxable property value for FY 2001 increased by 7.5% from FY 2000 to \$1.9 billion. New construction includes additions and rehabilitative improvements which increased in assessed value by at least 100%. Ad valorem from new construction includes voted debt millage.

Electricity Franchise Fees and Utility Tax are subject to the weather and rate adjustments. Florida Power and Light reduced rates by 2% for calendar year 2000. This rate decrease is in addition to a 6% three-year reduction that began April 1999. As a result of the two rate decreases, franchise fees and utility taxes are expected to decrease annually by approximately \$1,200,000 and \$2,000,000, respectively. Weather has the greatest impact on electricity usage. The moderate temperatures this past fall and winter have resulted in lower current estimates for electric utility taxes and franchise fees.

Development Fees consist of building permits, impact fees, developer contributions, and fees for permits, platting, zoning, planning, and building.

Sales Tax is the County's portion of the State's 6% Sales and Use Tax. Increasing revenues indicate a strong economy and population growth.

Gas Tax Revenues

	<u>Actual FY 1997</u>	<u>Actual FY 1998</u>	<u>Actual FY 1999</u>	<u>Estimated FY 2000</u>	<u>Budget FY 2001</u>
County	\$3,431,249	\$3,556,686	\$4,147,071	\$4,408,000	\$4,518,000
Constitutional	6,601,618	7,049,667	7,261,118	7,637,000	7,828,000
Ninth Cent	4,570,982	5,005,684	5,065,814	5,136,000	5,264,000
Local Option	<u>32,013,117</u>	<u>35,308,334</u>	<u>35,600,642</u>	<u>35,346,000</u>	<u>36,230,000</u>
	<u>\$46,616,966</u>	<u>\$50,920,371</u>	<u>\$52,074,645</u>	<u>\$52,527,000</u>	<u>\$53,840,000</u>

The County Gas Tax was established by Florida Statute (F.S.) Sections 206.41 and 206.60 and is levied on motor fuel at the rate of 1-cent per gallon. The Department of Revenue (DOR) administers the tax and redistributes the proceeds to the County on a monthly basis using the distribution factor described below. The funds received from this tax are used for road and bridge maintenance and are budgeted in the County Transportation Trust Fund.

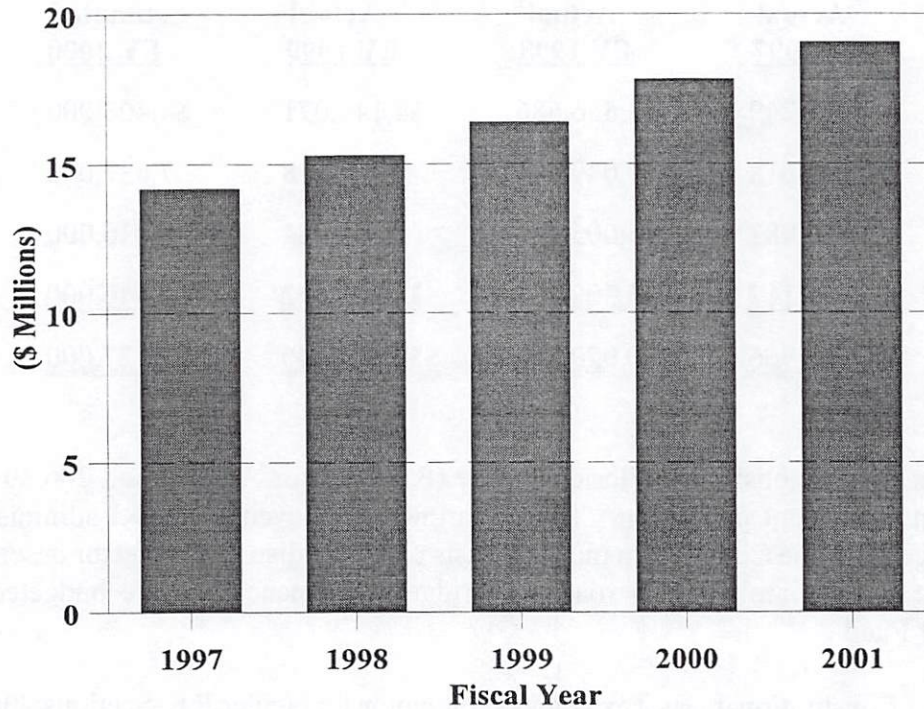
The 2-cent per gallon Constitutional Gas Tax is levied on motor fuel under F.S. Sections 206.41 and 206.47. The tax is restricted in use to road construction, acquisition, and maintenance. The Constitutional Gas Tax is collected from all counties by the DOR and the tax is distributed monthly based on the formula described below.

The distribution formula for County and Constitutional Gas Taxes is similar. The formula is based upon three weighted ratios including an area component, a population component, and a monthly gas tax collection component.

A 1-cent gas tax (Ninth Cent Gas Tax) is levied by the County per F.S. Section 336.021 on each gallon of motor and diesel fuel sold at retail, as adopted in 1993 by the Board of County Commissioners. Use of the proceeds is restricted to transportation expenditures. Current Board policy allocates 50% of this revenue to Mass Transit and 50% to road improvements. The proceeds of the tax are distributed by the DOR to the County and the tax is not shared with its municipalities.

The County levies two separate Local Option Gas Taxes pursuant to F.S. Section 336.025. The first is a 6-cent gas tax on each gallon of motor and diesel fuel sold at retail. This tax, originally adopted in 1983 by the Board of County Commissioners, was due to expire in 1995, and was extended for an additional thirty years. Use of the proceeds is restricted to transportation expenditures. The second tax, adopted in 1993 by the Board of County Commissioners, levies a 5-cent tax on motor fuel only. Use of the proceeds is restricted to transportation expenditures needed to meet the requirements of the capital improvement element of an adopted comprehensive plan. Current Board policy allocates 50% of this revenue to Mass Transit and 50% to road improvements. The County shares the proceeds of both of these taxes with its local municipalities through interlocal agreements. The County receives 2/3 of the proceeds from the 6-cent tax and 79% of the proceeds from the 5-cent tax.

Tourist Development Taxes



Actual FY 1997	Actual FY 1998	Actual FY 1999	Estimated FY 2000	Budget FY 2001
\$14,177,233	\$15,295,275	\$16,406,273	\$17,815,000	\$19,063,000
Starting in FY 1999, Tourist Development Taxes are recorded and budgeted as gross revenues, prior to deduction of a 1.5% fee charged by the Tax Collector. All prior years have been restated to reflect this mandate.				

Tourist Development Taxes are derived from a 4% tax on the renting of any living accommodation for a term of six months or less. The first three percent of Tourist Development Taxes is distributed in the following manner: 53.6% for tourism promotion and advertisement (Category A), 23% for cultural and fine arts programs (Category B), 14.4% for beach restoration (Category C), 4% to promote the County as a film and television production location (Category D) and 5% to promote sporting events within the County (Category G). Starting in FY 1999, the first \$250,000 of the first three percent of this tax is reserved for the operation and maintenance costs of the convention center and the next \$100,000 is reserved for special major projects that further tourism. Beginning in FY 2001, an additional \$250,000 of the first three percent will be provided for four years to promote sporting events within the County. After allocation of this initial \$600,000, the amounts for categories A-D and G are then distributed.

Effective January 1, 1994, the Board of County Commissioners adopted a fourth cent of tourist tax to be used to fund design costs and debt service payments on debt issued in association with professional sports franchise facilities and to fund debt service on debt issued to finance a convention center, which was subsequently amended to additionally fund planning and design costs of a convention center prior to the issuance of bonds.

Projected Changes in Fund Balance

The change in fund balance is projected for the operating funds funded by ad valorem taxes levied on a countywide basis. In the process of formulating budget recommendations, the balance available for appropriation in any of these funds can be used to offset tax requirements in any of the other funds while maintaining the same countywide millage rate. The projected changes are summarized in the following table.

Fund	Actual FY 1999	Estimated FY 2000	Projected FY 2001
General	\$92,296,931	\$99,380,006	\$75,486,315
County Transportation Trust	7,454,204	5,783,687	4,920,629
Capital Outlay	28,830,500	36,427,625	43,129,808
Total	\$128,581,635	\$141,591,318	\$123,536,752

* The County Transportation Trust Fund and the Capital Outlay Fund have been funded by transfers from the General Fund since FY 1999 and no longer have ad valorem taxes directly levied in the funds.

After eight consecutive years of lowering or maintaining the countywide operating millage rate, Palm Beach County increased it by 8.6%, to 4.6000, for FY 1998 and has maintained the same rate since. This has been accomplished through a combination of reductions in departmental operating budgets, implementation of alternative revenue sources, and a commitment by Management to realize savings whenever possible. In addition to holding the tax rate level, these measures have enabled the County to accumulate significant fund balances that are available to fund future needs. The financial stability of the County, as evidenced by a strong fund balance, has also resulted in a general obligation debt rating of "Aa1" from Moody's Investor Service and an upgrade to "AAA" by Fitch IBCA, Inc. Palm Beach County is the only county in Florida that has attained the highest "AAA" rating. Current projections show that the County should be able to maintain the current millage rate for the next three years without impacting the level of service.

It is anticipated that the County will continue to maintain a strong financial position. Over the past eight years, Reserves for Balances Forward have been increased from \$6.7 million to over \$44 million.

Detailed projections for the funds are shown on the following pages.

**Projected Change in Fund Balance
Fiscal Years 1999-2001
General Fund**

	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Estimated FY 2000</u>	<u>Budget FY 2001</u>	<u>Estimated FY 2001</u>
<u>Revenues</u>					
Current Property Taxes	\$264,043,980	\$310,532,834	\$298,111,500	\$331,650,202	\$318,384,194
Licenses, Permits & Other Taxes	58,788,727	60,476,425	57,795,869	60,278,893	57,607,092
Intergovernmental Revenue	32,847,902	27,105,314	30,140,160	25,851,703	28,746,188
Charges for Services	26,294,685	29,292,123	29,078,194	31,399,652	31,170,331
Fines & Forfeitures	6,880,851	6,264,443	6,044,785	6,346,815	6,124,269
Miscellaneous Revenues	18,481,748	17,243,044	17,030,209	18,103,753	17,880,294
Interest Earnings	6,356,108	6,825,000	8,746,647	7,611,320	9,754,363
Operating Transfers In	62,551,721	20,474,653	20,041,590	19,228,026	18,821,331
Other Sources of Funds	21,037,876	18,800,000	21,495,220	21,465,000	24,542,282
Fund Balance	51,428,829	74,452,815	92,296,931	96,992,250	96,992,250
Statutory Reserves	0	(23,827,398)	0	(25,209,531)	0
Total	<u>\$548,712,427</u>	<u>\$547,639,253</u>	<u>\$580,781,105</u>	<u>\$593,718,083</u>	<u>\$610,022,594</u>
<u>Expenditures</u>					
Personal Services	\$89,867,595	\$101,172,926	\$94,341,280	\$107,376,598	\$100,126,052
Operating Expenses	79,809,364	100,049,470	87,256,948	108,667,827	94,773,345
Capital Outlay	2,904,956	3,738,346	2,944,616	2,494,218	1,964,643
Lease Purchase Payments	76,915	72,211	35,572	45,616	22,471
Debt Service Interest	0	730	730	730	730
Grants and Aids	29,423,022	30,997,113	31,467,413	31,616,142	32,095,834
Non-Operating	302,668,860	324,048,955	277,778,047	356,450,762	305,553,204
Charge-offs	(13,028,897)	(12,440,498)	(12,423,507)	(12,933,810)	0
Total	<u>\$491,721,815</u>	<u>\$547,639,253</u>	<u>\$481,401,099</u>	<u>\$593,718,083</u>	<u>\$534,536,279</u>
Fund Balance	<u>\$92,296,931</u>		<u>\$99,380,006</u>		<u>\$75,486,315</u>

**Projected Change in Fund Balance
Fiscal Years 1999-2001
County Transportation Trust Fund**

	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Estimated FY 2000</u>	<u>Budget FY 2001</u>	<u>Estimated FY 2001</u>
<u>Revenues</u>					
Current Property Taxes	\$6,919,847	\$0	\$0	\$0	\$0
Licenses, Permits & Other Taxes	29,854	20,000	45,374	20,000	45,374
Intergovernmental Revenue	11,645,567	11,831,842	12,646,000	5,752,736	6,148,586
Charges for Services	45,476	42,000	42,663	42,000	42,663
Miscellaneous Revenues	1,189,223	716,348	606,106	744,517	629,940
Interest Earnings	254,711	204,000	250,000	204,000	250,000
Special Assessments/Impact Fees	455,848	150,000	374,400	150,000	374,400
Operating Transfers In	10,209,356	14,340,787	14,365,787	22,282,095	22,320,939
Fund Balance	3,065,998	5,741,849	7,454,204	5,783,687	7,508,519
Statutory Reserves	0	(688,657)	0	(281,926)	0
Total	<u>\$33,815,880</u>	<u>\$32,358,169</u>	<u>\$35,784,534</u>	<u>\$34,697,109</u>	<u>\$37,320,421</u>
<u>Expenditures</u>					
Personal Services	\$14,239,871	\$15,366,642	\$15,122,720	\$16,227,217	\$15,969,635
Operating Expenses	11,702,284	16,062,960	14,142,840	16,963,163	14,935,435
Capital Outlay	340,890	578,010	735,287	1,175,003	1,494,722
Grants and Aids	78,631	92,107	0	63,276	0
Non-Operating	0	258,450	0	268,450	0
Total	<u>\$26,361,676</u>	<u>\$32,358,169</u>	<u>\$30,000,847</u>	<u>\$34,697,109</u>	<u>\$32,399,792</u>
Fund Balance	<u>\$7,454,204</u>		<u>\$5,783,687</u>		<u>\$4,920,629</u>

**Projected Change in Fund Balance
Fiscal Years 1999-2001
Capital Outlay Fund**

	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Estimated FY 2000</u>	<u>Budget FY 2001</u>	<u>Estimated FY 2001</u>
<u>Revenues</u>					
Current Property Taxes	\$7,084,029	\$0	\$0	\$0	\$0
Licenses, Permits & Other Taxes	15,116	0	33,937	0	0
Intergovernmental Revenue	125,700	391,422	0	391,422	0
Miscellaneous Revenues	17,029	22,928	2,742,089	22,928	2,742,089
Interest Earnings	1,204,633	1,800,000	1,850,000	1,800,000	1,850,000
Special Assessments/Impact Fees	25,000	0	0	0	0
Operating Transfers In	0	12,001,802	12,386,907	13,847,753	14,292,090
Fund Balance	32,088,855	35,570,217	28,830,500	36,427,625	36,427,625
Statutory Reserves	0	(90,000)	0	(90,000)	0
Total	<u>\$40,560,362</u>	<u>\$49,696,369</u>	<u>\$45,843,433</u>	<u>\$52,399,728</u>	<u>\$55,311,804</u>
<u>Expenditures</u>					
Personal Services	\$251,466	\$530	\$334,205	\$6,495	\$6,495
Operating Expenses	88,010	761,938	658,329	4,811,100	4,156,882
Capital Outlay	11,390,386	48,316,085	8,423,274	45,994,971	8,018,618
Grants and Aids	0	0	0	0	0
Non-Operating	0	617,816	0	1,587,162	0
Total	<u>\$11,729,862</u>	<u>\$49,696,369</u>	<u>\$9,415,808</u>	<u>\$52,399,728</u>	<u>\$12,181,996</u>
Fund Balance	<u>\$28,830,500</u>		<u>\$36,427,625</u>		<u>\$43,129,808</u>

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted				2001 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
General Fund	4.6000	310,532,834	247,723,927	558,256,761	4.6000	331,650,202	277,381,193	609,031,395
Operating Ad Valorem Tax Funds - Countywide	4.6000	310,532,834	247,723,927	558,256,761	4.6000	331,650,202	277,381,193	609,031,395
25M GO Recreation/Culture 99	0.0291	1,985,440	(38,338)	1,947,102	0.0298	2,149,439	(62,891)	2,086,548
150M GO Conservation Lands 99	0.0872	5,969,825	(128,662)	5,841,163	0.0869	6,267,994	(217,376)	6,050,618
45.625M GO Refunding 98 Interest & Sinking	0.0341	2,289,334	146,040	2,435,374	0.0347	2,502,870	(71,016)	2,431,854
23.375M Refunding Bond	0.0483	3,241,534	76,521	3,318,055	0.0465	3,353,990	(20,985)	3,333,005
50M Environmentally Sensitive Lands 91 DS	0.0372	2,491,929	72,544	2,564,473	0.0363	2,618,276	(54,611)	2,563,665
59.39M Refunding Bond	0.0712	4,774,510	10,850	4,785,360	0.0664	4,789,353	(20,783)	4,768,570
50M ESL 94 DS Sinking	0.0385	2,586,474	(65,917)	2,520,557	0.0356	2,567,786	(51,325)	2,516,461
Voted Debt Service Ad Valorem Tax - Countywide	0.3456	23,339,046	73,038	23,412,084	0.3362	24,249,708	(498,987)	23,750,721
Total Ad Valorem Tax Funds - Countywide	4.9456	\$333,871,880	\$247,796,965	\$581,668,845	4.9362	\$355,899,910	\$276,882,206	\$632,782,116

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted				2001 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
AC&C Mobile Spay/Neuter Program			611,132	611,132			579,699	579,699
Handicapped Parking Enforcement			98,918	98,918			112,679	112,679
Natural Areas Stewardship Endowment			2,533,956	2,533,956			2,627,638	2,627,638
Supervisor of Elections			3,356,198	3,356,198			3,573,698	3,573,698
Unit 11 Stewardship Fund			1,768,376	1,768,376			2,173,498	2,173,498
Juvenile Assessment Center Fund			44,394	44,394			14,312	14,312
Ag Reserve Land Management Fund			0	0			400,000	400,000
Environmental Enhancement Funds			0	0			1,061,893	1,061,893
Local Law Enforcement Block Grant 2000			0	0			894,626	894,626
Law Library			538,000	538,000			533,000	533,000
Sheriff's Grants			1,096,328	1,096,328			1,136,619	1,136,619
Animal Regulation Trust Fund			27,525	27,525			50,091	50,091
County Transportation Trust Fund			32,358,169	32,358,169			34,697,109	34,697,109
Law Enforcement Trust Fund			2,856,086	2,856,086			2,544,990	2,544,990
Public Guardianship Program			130,500	130,500			130,500	130,500
Victims Fund			161,371	161,371			127,169	127,169
Sales Tax Revenue			62,444,694	62,444,694			63,703,624	63,703,624
Criminal Justice			3,074,993	3,074,993			3,168,464	3,168,464
Tourist Development Trust Fund			34,240,615	34,240,615			42,982,914	42,982,914
Bond Waiver Program			256,008	256,008			289,119	289,119
Vessel Registration Fee			1,158,908	1,158,908			0	0
School Impact Fee			17,918,097	17,918,097			11,019,025	11,019,025
D.O.S.S. - Community Centers			342,161	342,161			309,823	309,823
Law Enforcement Block Grant			1,518,219	1,518,219			330,531	330,531
Metropolitan Planning Organization			1,513,365	1,513,365			1,233,856	1,233,856
E-911 Program			4,463,954	4,463,954			8,706,328	8,706,328
Drug Abuse Trust Fund			435,131	435,131			531,994	531,994
Affordable Housing Trust Fund			8,359,938	8,359,938			14,309,637	14,309,637

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted				2001 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
Natural Areas Fund			4,904,159	4,904,159			1,717,007	1,717,007
HUD Supportive Houses			425,963	425,963			996,695	996,695
Head Start			12,470,148	12,470,148			14,561,738	14,561,738
Community Action Program Fund			1,121,024	1,121,024			1,382,079	1,382,079
EMS Award-Grant Program Fund			324,886	324,886			412,263	412,263
Public Safety Grants Fund			331,586	331,586			335,604	335,604
Housing & Community Development			18,696,424	18,696,424			16,216,452	16,216,452
Home Investment Partnership Act			13,048,452	13,048,452			5,941,754	5,941,754
JTPA Adult Migrant			439,375	439,375			543,508	543,508
Senior Aides Employment Program			772,425	772,425			784,545	784,545
Division of Senior Services			7,145,629	7,145,629			7,221,398	7,221,398
Intragov't Radio Communication Prog. Fund			6,575,817	6,575,817			3,549,983	3,549,983
Low Income Home Energy Program Fund			1,122,896	1,122,896			1,293,783	1,293,783
Ryan White Care Program			8,814,527	8,814,527			13,606,685	13,606,685
EM Preparedness & Assistance			114,400	114,400			146,452	146,452
26.3M Community Parks DS Fund			2,112,665	2,112,665			2,108,437	2,108,437
Professional Sports Facility DS Fund			2,243,665	2,243,665			2,243,524	2,243,524
1M Glades Health Facility DS Fund			239,111	239,111			242,884	242,884
10.47M Airport Centre DS Fund			893,865	893,865			893,775	893,775
N. County Govt'l Expansion Cts DS			1,738,739	1,738,739			1,738,411	1,738,411
20.325M Judicial Ctr Parking Garage DS Fund			1,199,898	1,199,898			1,201,967	1,201,967
8.585M Okeeheelee Golf DS Fund			765,315	765,315			763,655	763,655
30.73M Beach Bond Refunding			6,326,948	6,326,948			5,997,607	5,997,607
65M Convention Center DS			0	0			2,113,496	2,113,496
26.515M Revenue Refunding DS Fund			2,753,463	2,753,463			2,757,555	2,757,555
233.6M Judicial Ctr-Detention Fac. DS Fund			10,330,770	10,330,770			2,730,180	2,730,180
32.775M CJCX Fac Refunding DS Fund			1,878,212	1,878,212			1,878,213	1,878,213

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted				2001 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
117.485M CJC Refunding DS Fund			6,484,858	6,484,858			14,085,820	14,085,820
26.38M CJC Completion Bond Fund			2,223,723	2,223,723			2,222,515	2,222,515
22.245M Adm Complex Rev. Ref. DS Fund			1,905,655	1,905,655			1,907,355	1,907,355
80.875M Pooled Financing DS Fund			3,691,496	3,691,496			5,214,862	5,214,862
Sheriff Vehicle DS Funds			1,911,519	1,911,519			0	0
Capital Outlay Fund			49,696,369	49,696,369			52,399,728	52,399,728
PUD Civic Site Cash Out			2,542,527	2,542,527			2,189,037	2,189,037
Save the Old Courthouse			500,005	500,005			496,751	496,751
25M GO Recreation/Culture 1999 CTF			26,000,000	26,000,000			22,629,633	22,629,633
150M GO Conservation Lands 1999 CTF			77,500,000	77,500,000			43,318,127	43,318,127
Judicial Ctr/Detention Fac. Construction Fund			62,840	62,840			65,269	65,269
26.38M Criminal Justice Facility			5,272,800	5,272,800			4,626,717	4,626,717
50M ESL 94 Acquisition Fund			5,789,568	5,789,568			4,223,437	4,223,437
Unit 11 Acquisition & Enhancement			5,687,209	5,687,209			5,798,855	5,798,855
Professional Sports Facility			234,831	234,831			244,243	244,243
9.375M Non Ad Valorem '95 Rev			671,256	671,256			625,373	625,373
Sheriff Vehicle Loan			296,830	296,830			305,516	305,516
20M 800MHZ Radio Tower Funds			15,000,000	15,000,000			20,359,217	20,359,217
10.47M Airport Centre Acquisition Fund			311,612	311,612			298,998	298,998
N. County Governmental Center Expansion			15,982,961	15,982,961			13,796,883	13,796,883
32.7M Public Impv. Acq. & Constr. Fund			245,980	245,980			260,946	260,946
20.325M Judicial Ctr. Pkg Garage Const. Fund			628,565	628,565			634,290	634,290
65M Convention Center CTF			0	0			76,666,632	76,666,632
Transportation Improvement Fund			138,009,224	138,009,224			158,100,481	158,100,481
Road Impact Fee Funds			92,870,988	92,870,988			109,089,818	109,089,818
30M Park Development Construction Fund			1,145,410	1,145,410			1,036,122	1,036,122
26.3M Community Parks Acquisition			14,266,989	14,266,989			8,648,771	8,648,771

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted				2001 Adopted			
	Mills	Taxes	Other Revenue	Budget	Mills	Taxes	Other Revenue	Budget
Beach Improvement Fund			19,822,438	19,822,438			28,906,671	28,906,671
South Lake Worth Inlet Fund			3,560,809	3,560,809			4,328,033	4,328,033
Law Enforcement Impact Fee Fund			3,574,604	3,574,604			5,049,988	5,049,988
Parks Improvement Fund			12,960,718	12,960,718			12,548,006	12,548,006
Park Impact Fee Funds			41,925,132	41,925,132			40,198,580	40,198,580
Public Buildings Improvement Fund			13,811,028	13,811,028			14,610,225	14,610,225
Public Buildings Impact Fee Fund			9,425,442	9,425,442			11,904,670	11,904,670
Water Utilities Department			281,872,430	281,872,430			292,821,538	292,821,538
Department of Airports			160,647,864	160,647,864			165,511,789	165,511,789
PBC Transportation Authority-Palm Tran			45,167,002	45,167,002			64,333,906	64,333,906
Southwinds Golf Course Fund			2,779,373	2,779,373			2,543,349	2,543,349
Okeehetee Golf Course			2,696,450	2,696,450			2,500,589	2,500,589
Fleet Management			18,047,960	18,047,960			20,369,141	20,369,141
Employee Health Insurance Fund			19,088,784	19,088,784			0	0
Casualty Self Insurance Fund			8,723,180	8,723,180			9,963,521	9,963,521
Risk Management Fund			14,350,000	14,350,000			21,856,594	21,856,594
Information System Services			19,713,053	19,713,053			20,960,729	20,960,729
Graphics			1,098,612	1,098,612			954,539	954,539
Gross-Total Countywide Funds	4.9456	333,871,880	1,684,092,457	2,017,964,337	4.9362	355,899,910	1,836,111,956	2,192,011,866
Less: Inter-Fund Transfers			(250,085,881)	(250,085,881)			(271,744,907)	(271,744,907)
Less: Inter-Dept. Charges			(13,723,272)	(13,723,272)			(14,705,952)	(14,705,952)
Less: Internal Service Funds			(81,021,589)	(81,021,589)			(74,104,524)	(74,104,524)
Net-Total Countywide Funds	4.9456	\$333,871,880	\$1,339,261,715	\$1,673,133,595	4.9362	\$355,899,910	\$1,475,556,573	\$1,831,456,483
Palm Beach County Library	0.5246	19,618,975	3,947,978	23,566,953	0.5403	21,417,979	4,604,278	26,022,257
Library Improvement Fund			745,734	745,734			1,629,450	1,629,450
Library Expansion Program			1,551,527	1,551,527			1,280,911	1,280,911
Library Impact Fee Fund			3,622,916	3,622,916			4,734,498	4,734,498

**Board of County Commissioners
Budget Comparison by Fund
Fiscal Years 2000 and 2001**

1999 Final Non-Exempt Valuation Countywide \$67,459,795,497

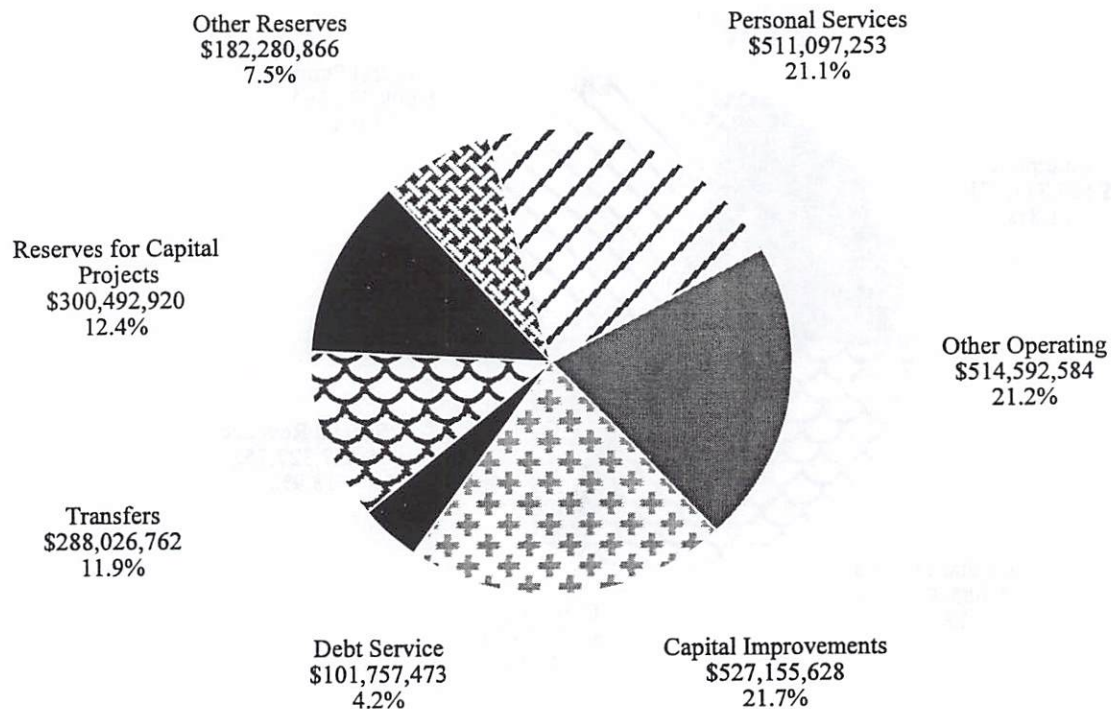
2000 Tentative Non-Exempt Valuation Countywide \$72,097,869,899

Fund Name	2000 Adopted			
	Mills	Taxes	Other Revenue	Budget
Municipal Service Taxing District - Building			23,777,561	23,777,561
Fire-Rescue Boca West MSBU			0	0
Fire-Rescue Jupiter MSTU	1.8876	5,766,888	(56,522)	5,710,366
Fire-Rescue Long Term Disability Plan			3,454,527	3,454,527
MSBU-Hydrant Rental - Boca Raton			396,880	396,880
Fire-Rescue MSTU	2.9129	76,778,421	31,419,572	108,197,993
Aviation Battalion			4,507,899	4,507,899
Glades Regional Fire MSTU	1.1838	933,597	95,469	1,029,066
MSBU-Hydrant Rental - Riviera Beach			37,234	37,234
Fire-Rescue Improvement Fund			8,967,273	8,967,273
Fire-Rescue Impact Fee Funds			4,310,332	4,310,332
MSTU District A			745,418	745,418
MSTU District B			820,061	820,061
MSTU District C			2,096,844	2,096,844
MSTU District D			1,400,930	1,400,930
MSTU District E			528,755	528,755
Unincorporated Improvement Fund			4,899,629	4,899,629
Gross-Total Dependent Districts		103,097,881	97,270,017	200,367,898
Less: Inter-Fund Transfers			(10,859,466)	(10,859,466)
Less: Inter-Dept. Charges			(5,213,921)	(5,213,921)
Net-Total Dependent Districts		103,097,881	81,196,630	184,294,511
Net-Total County Funds & Dep. Districts		\$436,969,761	\$1,420,458,345	\$1,857,428,106
Gross Total - All Funds		\$436,969,761	\$1,781,362,474	\$2,218,332,235

2001 Adopted			
Mills	Taxes	Other Revenue	Budget
		25,127,252	25,127,252
		0	0
1.8445	6,169,227	(83,988)	6,085,239
		4,435,821	4,435,821
		387,313	387,313
2.9945	83,692,800	39,439,634	123,132,434
		4,899,277	4,899,277
1.1838	906,984	334,646	1,241,630
		43,748	43,748
		16,461,192	16,461,192
		4,597,095	4,597,095
		551,000	551,000
		1,002,593	1,002,593
		2,096,074	2,096,074
		1,527,304	1,527,304
		547,375	547,375
		7,589,157	7,589,157
	112,186,990	121,204,630	233,391,620
		(16,281,855)	(16,281,855)
		(5,259,416)	(5,259,416)
	112,186,990	99,663,359	211,850,349
	\$468,086,900	\$1,575,219,932	\$2,043,306,832
	\$468,086,900	\$1,957,316,586	\$2,425,403,486

Expenditures by Category

Total all Funds \$2,425,403,486



The above graph reflects how funds for the total County budget are allocated.

The operating portion of the budget, which includes Personnel costs (salaries and benefits) and Other Operating expenditures combined, is 42.3% of the total budget. Personnel costs represent 21.1% of the total budget and include budget for the Board of County Commissioners, Sheriff, Clerk of the Court (Non-Fee Supported), and Supervisor of Elections. The BCC portion of the budgets for the Tax Collector and Property Appraiser is included in "Other Operating".

Capital Projects are the expenditures expected during the year for capital improvement projects approved by the Board of County Commissioners.

Debt Service expenditures include debt for all funds, but do not include reserves for debt (\$19,883,639) which are part of "Other Reserves".

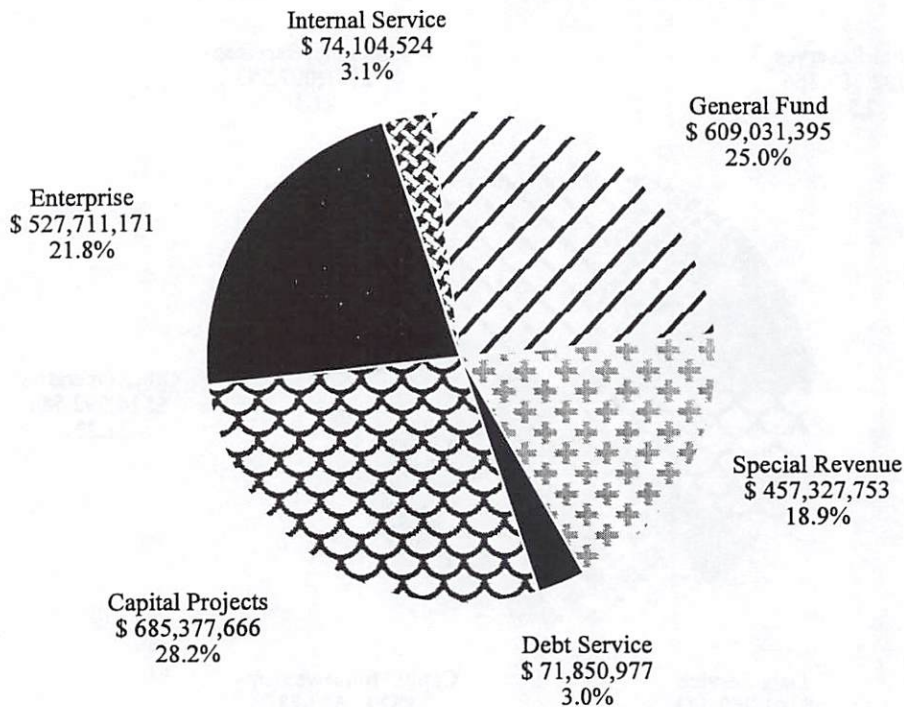
Transfers represent funds transferred from one fund to another. A transfer out of a fund is reflected as an expenditure, while a transfer into a fund appears as a revenue.

Reserves for Capital Projects represent funds which will be allocated during the fiscal year for designated projects. It also includes funds that have been received but will not be spent within the fiscal year as is the case when bond proceeds are used to fund capital projects which take more than one year to complete. Although the bond revenues are received all at one time, it takes several years to spend the funds, in which case, the remaining funds are reserved.

Other Reserves are for cash carry forward, contingencies, and debt service.

Expenditures by Fund Group

Total all Funds \$2,425,403,486



The General Fund finances Countywide services and operations not required to be accounted for in another fund.

Special Revenue Funds account for expenditures from specific revenue sources other than trust or major capital projects that are legally restricted for specified purposes (Fire-Rescue, non-enterprise State and Federal Grants, and Public Safety expenditures for Law Enforcement).

Debt Service Funds accumulate funds for the payment of principal and interest on non-enterprise bond issues.

Capital Projects Funds account for the acquisition and construction of non-enterprise capital facilities.

Enterprise Funds account for services that are financed and operated in a manner similar to private business enterprises (Airports, Water Utilities, Palm Tran, Southwinds Golf Course, and Okeeheelee Golf Course).

Internal Service Funds account for departments that provide services to other County operating departments on a cost reimbursement basis (Risk Management, Fleet Management, Graphics, and Information Systems Services).

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
BCC Countywide Departments and Agencies				
Community Services				
Gross	39,152,795	47,385,135	8,232,340	21.0
Ad Valorem Equivalent	13,726,901	15,003,405	1,276,504	9.3
Positions	443	426	(17)	(3.8)
The Transportation Program was transferred to Palm Tran and seventeen positions were deleted.				
County Administration				
Gross	1,266,300	1,303,863	37,563	3.0
Ad Valorem Equivalent	1,047,950	1,078,962	31,012	3.0
Positions	13	13	0	0.0
County Attorney				
Gross	4,245,968	4,507,595	261,627	6.2
Ad Valorem Equivalent	2,412,468	2,366,035	(46,433)	(1.9)
Positions	57	59	2	3.5
One position was transferred to OFMB in FY 2000. Three new positions are added for FY 2001.				
County Commission				
Gross	2,155,591	2,277,969	122,378	5.7
Ad Valorem Equivalent	2,155,591	2,277,969	122,378	5.7
Positions	29	29	0	0.0
Budget increase includes \$40,000 in replacement equipment.				
County Cooperative Extension Service				
Gross	2,309,588	2,384,630	75,042	3.2
Ad Valorem Equivalent	2,213,833	2,294,371	80,538	3.6
Positions	40	39	(1)	(2.5)
One half-time grant funded position was eliminated in FY 2000.				
Employee Relations and Personnel				
Gross	2,362,406	2,537,103	174,697	7.4
Ad Valorem Equivalent	2,362,406	2,537,103	174,697	7.4
Positions	36	36	0	0.0
Large increases are anticipated in the Tuition Reimbursement Program, advertising, and the Employee Awards Program.				

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Engineering and Public Works				
Gross	41,503,371	44,293,449	2,790,078	6.7
Ad Valorem Equivalent	37,153,948	38,783,291	1,629,343	4.4
Positions	449	456	7	1.6
One position was transferred in from OFMB and one position was added in FY 2000. Five new positions are added for FY 2001.				
Environmental Resource Management				
Gross	20,721,485	19,793,033	(928,452)	(4.5)
Ad Valorem Equivalent	5,075,741	5,653,763	578,022	11.4
Positions	113	118	5	4.4
Five new positions are added for FY 2001.				
Facilities Development and Operations				
Gross	45,417,773	50,754,091	5,336,318	11.7
Ad Valorem Equivalent	19,964,009	22,454,122	2,490,113	12.5
Positions	396	410	14	3.5
Two positions were added and one was deleted in FY 2000. One position was also transferred in from Parks & Recreation in FY 2000. Twelve new positions are added for FY 2001. Totals include Fleet Management.				
Financial Management and Budget				
Gross	3,244,257	3,356,066	111,809	3.4
Ad Valorem Equivalent	2,963,644	3,120,211	156,567	5.3
Positions	42	42	0	0.0
One position was deleted in FY 2000. One position was transferred in from County Attorney and one position was transferred out to Engineering in FY 2000. One new position is added for FY 2001.				
Housing and Community Development				
Gross	40,104,914	36,467,843	(3,637,071)	(9.1)
Ad Valorem Equivalent	0	0	0	0.0
Positions	40	41	1	2.5
One position was added in FY 2000.				
Internal Auditor				
Gross	912,161	970,445	58,284	6.4
Ad Valorem Equivalent	653,161	675,445	22,284	3.4
Positions	12	12	0	0.0

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Medical Examiner				
Gross	1,849,842	2,126,024	276,182	14.9
Ad Valorem Equivalent	1,724,842	1,978,524	253,682	14.7
Positions	16	17	1	6.3
One new position is added for FY 2001.				
Metropolitan Planning Organization				
Gross	1,513,365	1,233,856	(279,509)	(18.5)
Ad Valorem Equivalent	186,809	226,308	39,499	21.1
Positions	10	10	0	0.0
The gross decrease is due to the Public Shelters Transportation Grant being awarded directly to FDOT and the end of the Park and Ride Security Grant. Ad Valorem equivalent increase is due to an increase in local matching funds required for the remaining grants.				
Palm Tran				
Gross	45,167,002	64,333,906	19,166,904	42.4
Ad Valorem Equivalent	5,563,524	9,753,550	4,190,026	75.3
Positions	2	4	2	100.0
Two positions are added for FY 2001. One is being transferred from the Palm Tran, Inc. complement and one is a new planning position. Ad valorem equivalent includes a 100.8% match for the Transportation Disadvantaged Grant transferred from MPO. FY 2001 includes the Transportation Program transferred from Community Services. FY 2001 also includes the addition of 59 new buses to be paid for with grant funds and a totally funded Medicaid transportation program.				
Parks and Recreation				
Gross	39,435,766	43,163,901	3,728,135	9.5
Ad Valorem Equivalent	30,092,930	34,076,119	3,983,189	13.2
Positions	501	526	25	5.0
One position was transferred to Facilities and one position at Okeeheelee Golf Course was deleted in FY 2000. Three of the twenty-seven new positions added for FY 2001 will be funded by user fees, one will be funded by impact fees, and four are reclasses of current on-call positions.				
Planning, Zoning and Building				
Gross	36,222,628	39,626,895	3,404,267	9.4
Ad Valorem Equivalent	10,401,167	12,676,123	2,274,956	21.9
Positions	338	368	30	8.9
Thirty new positions are added for FY 2001. Nineteen of these positions are in the Building Division and are funded by permit fees.				

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Public Affairs				
Gross	4,795,927	5,578,126	782,199	16.3
Ad Valorem Equivalent	3,425,252	4,335,180	909,928	26.6
Positions	49	50	1	2.0
One new position is added for FY 2001.				
Public Safety				
Gross	22,127,053	26,291,180	4,164,127	18.8
Ad Valorem Equivalent	12,809,245	12,846,395	37,150	0.3
Positions	242	249	7	2.9
Four positions were added in FY 2000. Two grants expired in FY 2000 and have been eliminated along with the two associated positions. Additionally, five new positions are added for FY 2001. An additional \$4 million in revenue (principally E-911 Fees) is recognized in FY 2001.				
Purchasing				
Gross	2,359,460	2,524,030	164,570	7.0
Ad Valorem Equivalent	2,273,278	2,391,664	118,386	5.2
Positions	43	44	1	2.3
A Senior Secretary is added for FY 2001, but the next vacant Buyer position will be deleted.				
Non-Departmental				
Criminal Justice Commission				
Gross	1,888,228	1,711,324	(176,904)	(9.4)
Ad Valorem Equivalent	371,280	394,835	23,555	6.3
Positions	13	14	1	7.7
One position was added in FY 2000.				
Economic Development Coordination				
Gross	8,549,584	7,763,549	(786,035)	(9.2)
Ad Valorem Equivalent	1,000,000	1,770,000	770,000	77.0
Positions	6	7	1	16.7
One position was added in FY 2000. Decrease is due to a lower fund balance carried forward.				
Equal Opportunity				
Gross	1,127,501	1,340,215	212,714	18.9
Ad Valorem Equivalent	638,660	612,775	(25,885)	(4.1)
Positions	12	12	0	0.0
Increase is due to higher fund balances in self-supporting programs.				

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Housing Finance Authority				
Gross	137,006	138,949	1,943	1.4
Ad Valorem Equivalent	0	0	0	0.0
Positions	2	2	0	0.0
Public Health Department				
Gross	1,612,805	1,577,705	(35,100)	(2.2)
Ad Valorem Equivalent	1,612,805	1,577,705	(35,100)	(2.2)
Small Business Assistance				
Gross	619,354	669,166	49,812	8.0
Ad Valorem Equivalent	612,267	662,475	50,208	8.2
Positions	8	8	0	0.0
Increase is due to the transfer of funding for small businesses from Economic Development.				
Total BCC Countywide Departments/Agencies				
Gross	\$368,952,288	\$411,984,024	\$43,031,736	11.7
Ad Valorem Equivalent	158,716,869	177,567,806	\$18,850,937	11.9
Positions	2,896	2,992	96	3.3
BCC Dependent Taxing District Departments				
County Library				
Gross	23,566,953	26,022,257	2,455,304	10.4
Ad Valorem Equivalent	19,618,975	21,417,979	1,799,004	9.2
Positions	332	354	22	6.6
Twenty-two new positions are added for FY 2001.				
Fire-Rescue				
Gross	123,333,965	140,225,462	16,891,497	13.7
Ad Valorem Equivalent	83,478,907	90,769,011	7,290,104	8.7
Positions	952	1,004	52	5.5
Fifty- two new positions are added for FY 2001.				
Total BCC Dependent Taxing District Departments				
Gross	\$146,900,918	\$166,247,719	\$19,346,801	13.2
Ad Valorem Equivalent	103,097,882	112,186,990	9,089,108	8.8
Positions	1,284	1,358	74	5.8

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

	<u>Fiscal Year</u>		<u>Change</u>	
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	<u>%</u>
<u>Department</u>				
BCC Proprietary (non tax supported) Departments				
Airports				
Gross	\$61,926,760	\$65,624,923	\$3,698,163	6.0
Ad Valorem Equivalent	0	0	0	0.0
Positions	136	137	1	0.7
One new position is added for FY 2001.				
Information Systems Services				
Gross	19,713,053	20,960,730	1,247,677	6.3
Ad Valorem Equivalent	0	0	0	0.0
Positions	176	173	(3)	(1.7)
Nine contracted positions to support capital projects for Y2K were eliminated in FY 2000. One time-limited position for COBOL programming was added in FY 2000. Five new positions are added for FY 2001. Increase is primarily due to supplemental requests for DP equipment, software, and services.				
Risk Management				
Gross	28,154,333	32,132,035	3,977,702	14.1
Ad Valorem Equivalent	0	311,920	311,920	0.0
Positions	36	36	0	0.0
Increase is due to higher property and casualty insurance costs and an increase in reserves.				
Tourist Development				
Gross	34,040,615	42,782,914	8,742,299	25.7
Ad Valorem Equivalent	0	0	0	0.0
Positions	4	4	0	0.0
From FY 2000 to FY 2001, there is a \$7.3 million increase in reserves.				
Water Utilities				
Gross	42,493,023	43,884,000	1,390,977	3.3
Ad Valorem Equivalent	0	0	0	0.0
Positions	411	416	5	1.2
Five new positions are added for FY 2001.				
Total BCC Proprietary (non tax supported) Departments				
Gross	\$186,327,784	\$205,384,602	\$19,056,818	10.2
Ad Valorem Equivalent	0	311,920	311,920	0.0
Positions	763	766	3	0.4

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Total All BCC Funds				
Gross	\$702,180,990	\$783,616,345	\$81,435,355	11.6
Ad Valorem Equivalent	261,814,751	290,066,716	28,251,965	10.8
Positions	4,943	5,116	173	3.5

Judicial

Court Administration

Gross	15,293,601	15,681,345	387,744	2.5
Ad Valorem Equivalent	12,339,975	12,842,057	502,082	4.1
Positions	145	154	9	6.2

One full-time position was converted into two part-time positions in FY 2000. Eight new positions are added for FY 2001.

Public Defender

Gross	1,728,213	1,773,186	44,973	2.6
Ad Valorem Equivalent	1,015,713	922,686	(93,027)	(9.2)

State Attorney

Gross	1,406,005	1,454,503	48,498	3.4
Ad Valorem Equivalent	933,505	1,004,003	70,498	7.6

Increase is due primarily to supplemental requests for data processing equipment and software.

Total Judicial				
Gross	\$18,427,819	\$18,909,034	\$481,215	2.6
Ad Valorem Equivalent	14,289,193	14,768,746	479,553	3.4
Positions	145	154	9	6.2

Constitutional Officers

Clerk of the Court-BCC Only

Gross	28,040,738	29,222,661	1,181,923	4.2
Ad Valorem Equivalent	22,680,738	23,712,661	1,031,923	4.5
Positions	391	394	3	0.8

The FY 2001 budget reflects a 4.7% overall increase with the exception of ISS enterprise services which decreased 1.5%. Three new positions are added for FY 2001.

**Comparison of Gross Budget, Tax Equivalent Funding,
and Positions by Department
FY 2000 Original Budget and FY 2001 Adopted Budget**

<u>Department</u>	<u>Fiscal Year</u>		<u>Change</u>	<u>%</u>
	<u>2000</u>	<u>2001</u>	<u>Amount</u>	
Property Appraiser				
Gross	13,946,566	14,222,945	276,379	2.0
Ad Valorem Equivalent	13,146,566	13,222,945	76,379	0.6
Positions	244	247	3	1.2

Three new positions are added for FY 2001.

Sheriff				
Gross	214,824,688	233,985,324	19,160,636	8.9
Ad Valorem Equivalent	189,772,663	207,377,312	17,604,649	9.3
Positions	2,845	2,928	83	2.9

The Sheriff's budget includes the reserve and BCC funded items such as building and ground rentals. The Sheriff's Grants Fund and Law Enforcement Trust Fund are not included. There is a net increase of 83 positions for FY 2001 including sixteen Road Patrol Officers. \$8,425,269 is being carried forward from FY 2000 for ongoing projects including \$7,713,458 for the "ejustice" Project.

Supervisor of Elections				
Gross	3,356,198	3,573,698	217,500	6.5
Ad Valorem Equivalent	3,326,198	3,543,698	217,500	6.5
Positions	32	32	0	0.0

This budget includes the cost of a general election in November 2000.

Tax Collector				
Gross	18,502,000	19,176,000	674,000	3.6
Ad Valorem Equivalent	3,002,000	3,211,000	209,000	7.0
Positions	258	288	30	11.6

Seven positions were added in FY 2000. The FY 2001 budget includes twenty-three new positions.

Total Constitutional Officers				
Gross	\$278,670,190	\$300,180,628	\$21,510,438	7.7
Ad Valorem Equivalent	231,928,165	251,067,616	19,139,451	8.3
Positions	3,770	3,889	119	3.2

Grand Total BCC Departments/Agencies, Judicial and Constitutional Officers				
Gross	\$999,278,999	\$1,102,706,007	\$103,427,008	10.4
Ad Valorem Equivalent	508,032,109	555,903,078	47,870,969	9.4
Positions	8,858	9,159	301	3.4

Appropriations Summary **Fiscal Years 1997 - 2001**

Character	Actual 1997	Actual 1998	Actual 1999	Estimated 2000	Budget 2001
Personal Services	245,376,094	256,346,480	264,182,085	283,553,418	318,281,693
Operating Expenses	223,340,260	230,552,752	237,504,986	265,681,403	353,453,931
Capital Outlay (1)	228,083,648	164,671,794	163,631,813	211,566,169	520,391,853 (4)
Debt Service (2)	78,529,331	80,740,160	84,065,089	98,701,064	101,757,473
Grants & Aids	58,918,642	69,839,317	75,848,917	77,055,936	116,096,519 (5)
Non-Operating (3)	<u>517,541,874</u>	<u>542,925,533</u>	<u>505,367,947</u>	<u>504,418,884</u>	<u>1,015,422,017 (6)</u>
Total Gross Budget	<u><u>1,351,789,849</u></u>	<u><u>1,345,076,036</u></u>	<u><u>1,330,600,837</u></u>	<u><u>1,440,976,874</u></u>	<u><u>2,425,403,486</u></u>

(1) Capital Outlay includes capital projects as well as operating capital expenses.

(2) Debt Service includes lease purchases.

(3) Non-Operating includes transfers to Constitutional Officers for their operating, capital and debt service costs.

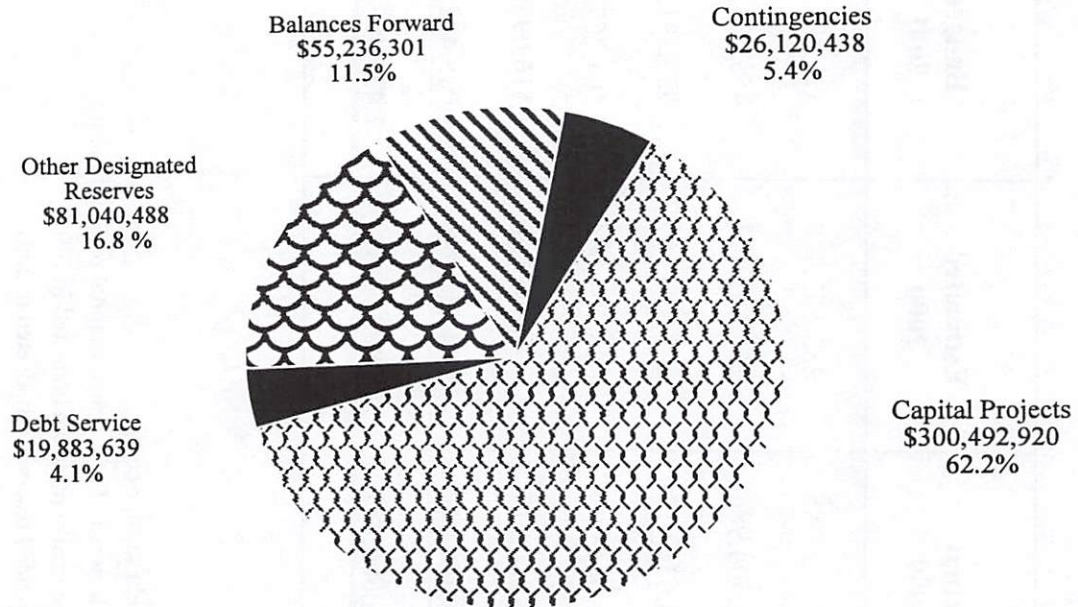
(4) The increase in FY 2001 Budget, compared to FY 2000 Estimated, is primarily due to carry forward of unexpended capital project funding.

(5) The increase in FY 2001 Budget, compared to FY 2000 Estimated, is primarily due to unexpended contracts rebudgeted in 2001.

(6) The increase in FY 2001 Budget, compared to FY 2000 Estimated, is primarily due to unexpended reserves rebudgeted in 2001.

Budgeted Reserves by Type

Total \$482,773,786



Contingencies

Contingency Reserves represent funds set aside to meet unanticipated needs that may arise during the normal course of County business.

Capital Projects

Capital Project Reserves represent funds set aside for capital improvement projects.

Debt Service

Debt Service Reserves represent funds set aside for future debt service payments in accordance with bond requirements.

Other Designated Reserves

Other Designated Reserves provide funds for a variety of specific potential needs; such as, economic development, tourist development, pollution recovery, or other program costs.

Reserves for Balances Forward

Reserves for Balances Forward represent funds to be carried forward to the subsequent fiscal year to pay operating expenses until property taxes are received.

Use of any of the above budgeted reserves requires approval of the Board of County Commissioners.

**FY 2001
Budgeted Reserves**

Fund	Contingency Reserves	Capital Projects	Debt Service	Designated Reserves	Balances Forward	Total
General	\$6,000,000			\$6,193,200 (1)	\$44,423,455	\$56,616,655
Natural Areas Stewardship & Management				3,089,669		3,089,669
South Lake Worth Inlet				26,800		26,800
Ag Reserve Land Management				250,000		250,000
Law Library	25,975					25,975
County Transportation Trust	200,000	\$58,450				258,450
Law Enforcement Trust		1,539,625				1,539,625
County Library	216,189				908,314	1,124,503
MSTD- Building	350,000	6,662,800				7,012,800
Tourist Development				21,797,434		21,797,434
Bond Waiver Program		289,119				289,119
Vessel Registration Fee Ord #88-40		579,852				579,852
School Impact Fees				11,019,025		11,019,025
E-911 Program	730,546					730,546
Drug Abuse Trust	349,009					349,009
Affordable Housing	449,085	2,602,607			105,134	3,156,826
Natural Areas Fund					1,654,582	1,654,582
HUD Supportive Housing				32,204		32,204
Housing & Community Development.	212,123	2,373,879				2,586,002
Intgovt'l Radio Comm. Program		884,983				884,983
MSBU Hydrant Rental Boca Raton	10,000				1,864	11,864
Fire - Rescue L/T Disability				3,885,821		3,885,821
Fire-Rescue MSTU	2,000,000				6,571,192	8,571,192
Aviation Battalion	495,078					495,078
Glades Fire MSTU	181,468				100,000	281,468
MSBU Hydrant Rental Riviera	3,000				9,567	12,567
1M Glades Hth Rev'84/DSR			\$85,000			85,000
30.73M Beach Acq Ref. '93 DSR			2,955,555			2,955,555
Capital Outlay		587,162		1,000,000		1,587,162
Highway Beautification				390,994		390,994
25M GO Rec/Cul 1999		1,377,029				1,377,029
150M GO Land Conservation 1999		41,897,243				41,897,243

**FY 2001
Budgeted Reserves**

Fund	Contingency Reserves	Capital Projects	Debt Service	Designated Reserves	Balances Forward	Total
233.6M Criminal Justice Facility		65,269				65,269
MSTU Districts A-E		4,544,330				4,544,330
Unincorporated Improvement		7,269,691				7,269,691
26.08M Crim. Just. Facility 94 CTF		636,604				636,604
Unit 11 Acquisition/Enhancement		429,832		4,069,670		4,499,502
50M ESL Acquisition		159,142				159,142
Stadium Fac. 1.2 M Capital Improvement				141,824		141,824
Stadium Fac. 29M Rev Bond				43		43
9.375M Non Ad Valorem		116,475				116,475
26.3M Park & Rec Fac Ser96		23,876	249,764			273,640
Sheriff Vehicle Loan		105,698				105,698
Sunshine Loan 800MZ Radio		673,909				673,909
10.47M Airport Center Acq.		68,239				68,239
N. County Gov'tl Ctr Expansion		1,216,509				1,216,509
32.7M Improv. Constr. Trust		260,946				260,946
15.175M Judicial Garage Acquisition		63,168				63,168
Transportation Improvement		87,150,831		15,939,212	1,330,529	104,420,572
Road Impact Fees Areas A-R		79,550,852				79,550,852
30M Park Bond		98,586				98,586
Beach Improvement		58,121				58,121
Law Enforcement/Impact Fees		2,240,889				2,240,889
Fire-Rescue Improvement		965,045			6,791	971,836
Fire-Rescue Impact Fees		1,218,477			124,873	1,343,350
Park Improvement		1,072,437		6,853,849		7,926,286
Park Impact Fees		16,158,409				16,158,409
Public Building Improvement		46,503				46,503
Public Building Impact Fees		5,658,352				5,658,352
Library Improvement		146,807				146,807
Library Expansion Program		461,569				461,569
Library Impact Fees		3,933,424				3,933,424
Water Utilities	2,000,000	4,655,638	958,000	1,000,000		8,613,638

**FY 2001
Budgeted Reserves**

Fund	Contingency Reserves	Capital Projects	Debt Service	Designated Reserves	Balances Forward	Total
Airports	7,091,557	22,118,144	15,635,320	1,428,089		46,273,110
Transportation Authority				335,324		335,324
Southwinds Golf Course	100,000	452,399				552,399
Okeeheelee Golf Course	99,546	20,000				119,546
Fleet Management				1,068,150		1,068,150
Property and Casualty				2,500,058		2,500,058
Risk Mgmt.	5,322,608					5,322,608
Information Systems Services	275,000					275,000
Graphics	9,254			19,122		28,376
Total	\$26,120,438	\$300,492,920	\$19,883,639	\$81,040,488	\$55,236,301	\$482,773,786

(1) Includes Reserve for Economic Development \$1,803,018, Pollution Recovery Reserve \$1,094,940, Reserve for Insurance Claims \$100,000, Reserve for Contingency Disaster \$200,000, Reserve for Handicap Awareness \$5,984, and a Reserve for Sheriff \$1,500,000. Other reserves include the HUD Fair Housing Reserve \$316,998, Fair Employment Contract \$142,398, Towing Business Reserve \$288,500, Vehicle For Hire Reserve \$162,659, and a Reserve for New Projects \$130,000. Also included are the Reserve for Channel 20 Program Revenues \$169,383, Law Enforcement Planning Council \$122,017, Moving Ordinance \$88,930, and Community Court Program \$68,373.

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
General	Natural Areas Stewardship	132,344	ERM Operations
General	Law Enforcement Block Grant	948,157	Grant Reimbursements
General - Parks	Sales Tax Revenue	75,000	Park Operations
General	Sales Tax Revenue	17,640,160	General Fund Operations
General	Metropolitan Planning Orgn	46,710	Loan Repayment
General	Drug Abuse Trust Fund	182,985	Grant Match
General	Natural Areas Fund	62,425	ERM Operations
General	Glades Regional Fire Rescue	140,245	Loan Repayment
Economic Development	General	1,770,000	Grants
Supervisor of Elections	General	3,543,698	Fund Supervisor of Elections Operations
Sheriff Grants	Law Enforcement Trust Fund	246,050	Grant Match
County Transportation Trust	Sales Tax Revenue	8,000,000	Road, Bridge, and Traffic Operations
County Transportation Trust	General	4,139,178	Engineering Operations
County Transportation Trust	Transportation Improvement	10,096,217	General Maintenance Projects
County Transportation Trust	Transportation Improvement	46,700	Streetscape and Road Maintenance Subsidy
Public Guardianship Program	General	65,000	Subsidy for Guardianship Operations
Tourist Development Council	TDC Convention Center Grant	200,000	Grant Match
Criminal Justice Trust Fund	General	2,267,464	Fund Public Defender/State Attorney Costs
Senior Services	General	263,323	Operations Subsidy
Metropolitan Planning Organization	General	226,308	Grant Match & Subsidy
HUD Supportive Housing	General	160,187	Grant Match
Head Start	General	4,631,627	Grant Match & Subsidy
Community Action Programs	General	782,032	Grant Match & Subsidy
Public Safety SOAR Grant	General	37,021	Grant Match
Housing and Community Development	CDBG Loan Repayments	25,000	Reclassify Loan Repayments to Program Inc
Home Investment Partnership	Affordable Housing	467,000	Grant Match
Senior Aides	General	113,537	Grant Match
DOSS Administration	General	592,582	Grant Match & Subsidy
DOSS-Older Americans Act	General	1,582,052	Grant Match & Subsidy
DOSS-Community Care for Elderly	General	193,864	Grant Match & Subsidy
DOSS-Older Americans Act	General	525,988	Grant Match & Subsidy
DOSS-Community Care for Elderly	General	562,904	Grant Match & Subsidy

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
Fire-Rescue Long Term Disability Plan	Fire-Rescue	1,000,000	Subsidy for Fire-Rescue Disability Plan
Fire-Rescue	EMS Award Grant Program	18,899	Fire-Rescue Grants
Fire-Rescue	Fire-Rescue Jupiter MSTU	5,895,871	Fire-Rescue Operations
26.3M Park & Rec Facility DS	Sales Tax Revenue	1,852,240	Debt Service for 26.3M Park & Rec Facility
26.3M Park & Rec Facility DS	26.3MPark & Rec Facility	250,000	Debt Service for 26.3M Park & Rec Facility
Professional Sports Facility DS	General	122,278	Debt Service for Professional Sports Facility
Professional Sports Facility DS	Tourist Development Council	2,113,967	Debt Service for Professional Sports Facility
1M Glades Health Revenue '84	1M Glades Health Revenue '84	3,141	Debt Service for 1M Glades Health Rev Bd
1M Glades Health Rev '84 Principal	1M Glades Health Revenue '84	69,993	Debt Service for 1M Glades Health Rev Bd
10.47M Airport Centre D/S Sinking	Sales Tax Revenue	893,775	Debt Service for 10.47M Airport Centre Bd
N County Govt Expansion D/S	N County Govt Expansion	700,000	Debt Service for N County Govt Expan Bd
N County Govt Expansion D/S	Sales Tax Revenue	1,030,374	Debt Service for N County Govt Expan Bd
15.175M Judicial Garage D/S Sinking	Sales Tax Revenue	1,199,742	Debt Serv Reserve for Judicial Garage Bonds
8.585M Okeeheelee Golf DS Sinking	Okeeheelee Golf Course	758,229	Debt Service Reserve for Okeeheelee Golf
30.73M Beach Bond Refunding	Sales Tax Revenue	2,868,404	Debt Service for 30.73M Beach Bond
30.73M Beach Acquisition DS	30.73M Beach Acquisition DSI	83,997	Debt Service for 30.73M Beach Bond
65M Convention Center DS	Tourist Development Council	2,113,496	Debt Service for 65M Convention Center
26.515M Revenue Refunding D/S	Sales Tax Revenue	2,755,345	Debt Service for 26.515M Rev Refunding
233.6M Criminal Justice D/S P&I	Sales Tax Revenue	2,692,018	Debt Service for 233.6M Criminal Justice
32.775M CJC Refunding Issue	Sales Tax Revenue	1,873,980	Debt Service for 32.775M Criminal Justice
117.485M CJC Refunding Issue	Sales Tax Revenue	14,064,356	Debt Service for 117.485M CJC Refunding
17.1M CJC Completion Bonds	Sales Tax Revenue	2,217,760	Debt Service for 17.1M CJC Completion
22.245M Admin. Complex Rev. Ref/D/S	Sales Tax Revenue	1,900,902	Debt Service for Administrative Complex
50.875M Pooled Fin. Debt Service	TDC - Sports Authority	30,000	Debt Service for 50.875M Pooled Finance
50.875M Pooled Fin. Debt Service	Sales Tax Revenue	2,115,868	Debt Service for 50.875M Pooled Finance
10M Sunshine Pooled Fin. Debt Service	Sales Tax Revenue	929,900	Debt Service for 10M Pooled Finance
20M Sunshine Pooled Fin. Debt Service	Sales Tax Revenue	1,593,800	Debt Service for 20M Pooled Finance
Capital Outlay	Intergovernmental Radio	1,000,000	Capital Improvements
Capital Outlay	General	10,947,753	Capital Improvements
Capital Outlay	Municipal Srvs Taxing District	1,600,000	Capital Improvements
Capital Outlay	E-911 Program	300,000	Capital Improvements
Transportation Improvement	General	750,000	Capital Improvements
Transportation Improvement	County Transportation Trust	10,000	Loan Repayment

Transfer Analysis

<u>Recipient Fund</u>	<u>Providing Fund</u>	<u>Amount</u>	<u>Purpose</u>
Beach Improvement	Tourist Development Trust	1,997,500	Capital Beach Improvements
Beach Improvement	General	600,000	Special Beach Nourishment Project
Fire-Rescue Improvement Fund	Fire-Rescue	8,349,145	Capital Improvements
Park Improvement	General	1,861,000	Reserve for Additional Park Improvements
Public Building Improvements	General	4,204,729	Capital Improvements
Library Improvements	Library Operating	1,017,940	Capital Improvements
Water Utilities	Water Utilities	88,517,000	Debt Service and Capital Improvements
Airports	Airports	45,291,879	Debt Service and Op/Capital Improvements
Transportation Authority	DOSS-Older American's Act	412,173	Grants
Transportation Authority	Transportation Improvement	500,000	Operations Subsidy
Transportation Authority	General	9,753,550	Operating Subsidy and Grant Match
		<u>288,026,762</u>	

Transfers are interfund transactions which constitute revenues or expenditures in the affected individual funds but do not affect revenues or expenditures for the County as a whole. Transfers are made between funds to provide for grant match, operating subsidy, debt service, or capital needs in the receiving fund. Transfers can be distinguished from interdepartmental or internal service charges because transfers do not have an element of compensation for services which the other items have. The activities financed by these transfers are shown as components of the functional expenditures. A detailed schedule is provided above.

FY 2001 Position Summary by Department

Department	Adopted FY 2000	Estimated FY 2000	Additions	Deletions	Transfers	Budget FY 2001
Board of County Commissioners						
Airports	136	136	1			137
Community Services	443	426				426
County Administration	13	13				13
County Attorney	57	56	3			59
County Commission	29	29				29
County Cooperative Extension Service	40	39				39
County Library	332	332	22			354
Employee Relations & Personnel	36	36				36
Engineering & Public Works	449	451	5			456
Environmental Resources Management	113	113	5			118
Facilities Development & Operations	396	398	12			410
Financial Management & Budget	42	41	1			42
Fire-Rescue	952	952	52			1,004
Housing & Community Development	40	41				41
Information Systems Services	176	168	5			173
Internal Auditor	12	12				12
Medical Examiner	16	16	1			17
Metropolitan Planning Organization	10	10				10
Palm Tran	2	2	2			4
Parks & Recreation	501	499	27			526
Planning, Zoning & Building	338	338	30			368
Public Affairs	49	49	1			50
Public Safety	242	244	5			249
Purchasing	43	43	1			44
Risk Management	36	36				36
Tourist Development	4	4				4
Water Utilities	411	411	5			416
Non-Departmental:						
Criminal Justice Commission	13	14				14
Economic Development	6	7				7
Equal Opportunity	12	12				12
Housing Finance Authority	2	2				2
Small Business Assistance	8	8				8
Total BCC	4,959	4,938	178	0	0	5,116
Constitutional Officers:						
Clerk of the Court	391	391	3			394
Judicial	145	146	8			154
Property Appraiser	244	244	3			247
Sheriff	2,845	2,835	93			2,928
Supervisor of Elections	32	32				32
Tax Collector	258	265	23			288
Total Constitutional Officers	3,915	3,913	130	0	0	4,043
Grand Total	<u>8,874</u>	<u>8,851</u>	<u>308</u>	<u>0</u>	<u>0</u>	<u>9,159</u>

New Positions

The FY 2001 Budget provides funding for 178 new Board of County Commission positions in the amount of \$6,347,698.

When new positions are approved for inclusion in the Budget, they represent ongoing costs to the County which must be budgeted for in the future, as well as the current year. For that reason, before a new position is approved for funding, care is taken to be sure that the position is justified.

The following chart shows, by Department, the number of new positions requested, the number included in the adopted Budget and the personal services cost of the positions for Fiscal Year 2001.

<u>Department</u>	<u>Requested Positions</u>	<u>Approved Positions</u>	<u>2001 Cost</u>
Airports	1	1	\$47,817
County Attorney	3	3	160,578
County Cooperative Extension Services	3	0	0
County Library	44	22	442,175
Engineering and Public Works	5	5	126,481
Environmental Resources Management	8	5	152,009
Facilities Development and Operations	13	12	362,243
Financial Management and Budget	3	1	24,680
Fire-Rescue	52	52	2,987,121
Information Systems Services	6	5	186,968
Medical Examiner	3	1	91,213
Palm Tran	2	2	141,011
Parks and Recreation	37	27	500,659
Planning, Zoning & Building	35	30	794,051
Public Affairs	3	1	36,638
Public Safety	22	5	141,695
Purchasing	1	1	24,244
Water Utilities	<u>5</u>	<u>5</u>	<u>128,115</u>
Total	<u>246</u>	<u>178</u>	<u>\$6,347,698</u>

New Positions

Following is a list of each new approved position, the personal services cost for FY 2001 and the reason the position was added. Generally, because of the time required to fill a new position, the personal services costs have been computed at 75% of the full year cost.

Airports

- | | | |
|---|--|----------|
| 1 | Architectural Field Rep. I | \$47,817 |
| | To provide full-time construction phase services for overlapping projects. | |

County Attorney

- | | | |
|---|---|----------|
| 1 | Asst. Co. Attorney I | \$63,250 |
| 1 | Legal Secretary | \$34,078 |
| | To provide service to the Engineering Department which has previously been consulted out. | |
| 1 | Asst. Co. Attorney I | \$63,250 |
| | To provide service to the Solid Waste Authority per contractual agreement. | |

County Library

- | | | |
|---|--|----------|
| 4 | Library Associate II | \$87,608 |
| 1 | Library Associate III | \$23,077 |
| 1 | Librarian I | \$29,337 |
| 2 | Librarian II | \$65,382 |
| | To provide staffing for the West Palm Beach Branch expansion. | |
| 2 | Librarian I | \$58,674 |
| | To increase the level of internet training available to the public. | |
| 1 | Senior Clerk Typist | \$20,264 |
| 2 | Library Assoc. I - part time | \$19,314 |
| 1 | Librarian I | \$29,337 |
| | To maintain the level of service for circulation and reference. | |
| 2 | Library Assoc. II | \$43,804 |
| 4 | Library Assoc. II - part time | \$38,629 |
| 2 | Librarian I - part time | \$26,749 |
| | To provide additional hours of service at branches with high demand. | |

Engineering and Public Works

1	Storekeeper To maintain the level of service and provide equipment and supplies to Road and Bridge.	\$22,216
1	CADD Systems Specialist To assist in signal design, develop projects, and striping plans.	\$27,328
1	Engineering Assistant II To assist with public complaints, updating signal timing, and other traffic duties.	\$29,578
1	Traffic Construction Worker II To provide maintenance on street lighting systems and work on loop repairs.	\$27,769
1	Records Clerk To assist with filing and records management.	\$19,590

Environmental Resources Management

1	Contract/Grants Coordinator To account for contracts and leases related to capital projects.	\$34,718
1	Field Office Coordinator To coordinate inventory issues, develop policy, and safety training.	\$23,989
1	Engineering Assistant I To assist the Engineering Assistant II.	\$28,055
1	Environmental Analyst To provide service for additional environmentally sensitive acreage.	\$35,668
1	Environmentalist To maintain the minimum level of service.	\$29,579

Facilities Development and Operations

1	Architectural Field Rep. I For capital project workloads.	\$41,491
1	Engineering Assistant III To handle the additional Convention Center workload.	\$28,845
1	Project Manager For additional capital project workload.	\$52,790

1	Electronic Technician I To maintain electronic systems for Palm Tran.	\$29,871
1	Electronic Technician I To install and maintain complete systems.	\$30,371
1	Telephone Analyst I To handle increased workload.	\$30,371
4	Electronic Tech. I	\$80,867
1	Radio Network Administrator To administer and maintain the 800 MHz tower.	\$43,502
1	Irrigation Tech. To service newly opened facilities.	\$24,135

Financial Management and Budget

1	Clerical Specialist To provide support for the Fixed Asset program.	\$24,680
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Fire-Rescue

36	Firefighter/Paramedic To staff new facilities and enhance staffing at existing facilities.	\$2,015,676
6	Firefighter/Paramedic To provide staffing per a contractual agreement with the West Boca Homeowners Association.	\$549,039
4	Firefighter/Paramedic To provide staffing for Trauma Hawk per a contractual agreement with the Health Care District.	\$223,964
1	Fire Safety Specialist I To provide new construction inspections.	\$39,339
1	Messenger To pick and deliver vehicles and other items at thirty-four locations throughout the County.	\$22,758
1	Secretary To provide support for the Battalion Chiefs, an Alarm Office Manager, three professionals and a staff of forty at the Emergency Operations Center.	\$22,791
1	Fleet Management Parts Specialist To provide maintenance of all Department inventories.	\$35,258

1	Fire Safety Specialist II To perform recently legally mandated inspections.	\$39,339
1	Electronics Technician To meet the required level of service for a growing communications system.	\$38,957

Information Systems Services

1	WEB Applications Manager To develop and maintain WEB initiatives and standards.	\$49,535
1	Documentation Specialist To construct and document the logical and physical infrastructure of the WAN.	\$30,368
2	Network Administrator To resolve desktop problems and complete CSR's.	\$73,272
1	GIS Support Spec. To provide contract maintenance and data licensing information.	\$33,793

Medical Examiner

1	Associate Medical Examiner To assist pathologists with an increased workload.	\$91,213
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Palm Tran

1	Director of Finance and Administration Position transferred from Palm Tran, Inc.	\$77,440
1	Manager of Transit Planning To oversee the Planning Department.	\$63,571

Parks and Recreation

3	Maintenance Worker II To maintain phase II of Morikami Gardens.	\$61,841
1	Financial Analyst I To account for new revenue processing facilities and programs.	\$37,146
1	Public Works Crew Chief	\$27,693
2	Maintenance Worker II To provide required maintenance at Peanut Island.	\$30,490

1	Public Works Crew Chief	\$27,693
2	Maintenance Worker II	\$27,484
1	Crew Chief To meet service demand during the waterpark season.	\$26,829
2	Lifeguard To provide lifeguard services at Ocean Cay.	\$31,857
1	Computer Specialist I To maintain the current level of service. On-call converted to full-time.	\$3,442
1	Fiscal Specialist II To maintain the payroll workload due to the increase in positions.	\$24,763
1	Parks District Manager To redistrict the County and reduce the number of employees reporting to each manager.	\$37,022
1	Playground Safety Inspector	\$17,803
1	Irrigation Tech.	\$17,803
2	General Maintenance Mech. To provide service to additional developed park acreage.	\$29,719
2	Cash Accounting Clerk To staff the admissions area at Morikami. On-call converted to full-time.	\$19,682
1	Maintenance Worker II To provide maintenance at new facilities in the Central District.	\$7,049
1	Motor Equipment Operator III To maintain new development at Riverbend Park.	\$25,304
1	Recreation Spec. II To play and supervise programs at West Boynton/District Park B.	\$26,121
1	Receptionist II To provide information at Morikami Museum and Gardens.	\$7,844
1	Contracts Management Clerk To manage additional contracts.	\$22,881

Planning, Zoning, and Building

2	Building Permit Tech. I	\$16,328
2	Data Entry Clerk	\$12,660
2	Clerical Specialist	\$23,653
1	Branch Supervisor	\$17,006
1	Cash Accounting Clerk	\$11,572
	To provide service at the Mid-Western Communities Service Center.	
6	Building Construction Insp. I	\$185,195
2	Building Construction Insp. III	\$70,338
2	Construction Plans Examiner I	\$64,803
	To improve the timeliness of inspections and supervise construction inspections.	
1	Inspection Scheduler	\$20,468
	To perform duties currently being performed by a temporary employee.	
1	Code Products & Training Coord.	\$38,507
	To update codes, review new products, and provide staff training.	
1	Secretary	\$23,653
	To provide support for supervisory positions.	
3	Code Enforcement Officer	\$87,238
1	Sr. Code Enforcement Officer	\$34,218
	To enforce conditions of approval from Zoning petitions.	
1	Clerk Typist	\$18,852
	To provide support for Code Enforcement Officers.	
1	Senior Secretary	\$24,852
	To assist the Planning Director.	
1	Principal Planner	\$44,230
	To oversee work of the Revitalization Section.	
1	Planner II	\$34,594
	To facilitate work in additional revitalization.	
1	Chief Planner	\$65,884
	To assist the Planning Director.	

Public Affairs

- | | | |
|---|---|----------|
| 1 | WEB Coordinator | \$36,638 |
| | To update the quality of the County's Web page. | |

Public Safety

- | | | |
|---|---|----------|
| 1 | Consumer Affairs Investigator | \$29,110 |
| | To respond to an increased workload | |
| 1 | Family Counselor | \$28,799 |
| | To assist with admissions screening and records management. | |
| 2 | Youth Service Bureau Counselor | \$57,598 |
| | To assist with intake, analysis, and counseling services. | |
| 1 | Volunteer Coordinator | \$26,188 |
| | To coordinate the volunteers at Animal Care and Control. | |

Purchasing

- | | | |
|---|---|----------|
| 1 | Senior Secretary | \$24,244 |
| | To provide administrative support in the Contracts Section. | |

Water Utilities

- | | | |
|---|---------------------------------|-----------|
| 1 | Utility Maintenance Worker IV | \$26,721 |
| 4 | Utility Maintenance Worker III | \$101,394 |
| | To replace outside contractors. | |

Budgeted Position History by Department

Department	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
<u>Board of County Commissioners</u>					
Airports	133	133	134	136	137
Community Services	391	412	448	443	426
County Administration	13	13	13	13	13
County Attorney	56	57	57	57	59
County Commission	29	29	29	29	29
County Cooperative Extension Service	34	38	39	40	39
County Library	317	317	326	332	354
Employee Relations & Personnel	36	36	36	36	36
Engineering & Public Works	442	441	444	449	456
Environmental Resources Management	101	103	107	113	118
Facilities Development & Operations	370	381	386	396	410
Financial Management & Budget	40	40	40	42	42
Fire-Rescue	828	862	885	952	1,004
Housing & Community Development	37	39	40	40	41
Information Systems Services	151	151	167	176	173
Internal Auditor	12	10	11	12	12
Medical Examiner	14	14	15	16	17
Metropolitan Planning Organization	10	10	10	10	10
Palm Tran	2	2	2	2	4
Parks & Recreation	439	449	473	501	526
Planning, Zoning & Building	331	330	334	338	368
Public Affairs	48	48	49	49	50
Public Safety	222	229	238	242	249
Purchasing	44	43	43	43	44
Risk Management	30	32	33	36	36
Tourist Development	8	4	4	4	4
Water Utilities	414	411	411	411	416
Non-Departmental:					
Criminal Justice Commission	16	19	10	13	14
Economic Development	5	5	5	6	7
Equal Opportunity	11	11	12	12	12
Housing Finance Authority	2	2	2	2	2
Small Business Assistance	7	8	8	8	8
Total BCC	4,593	4,679	4,811	4,959	5,116
Constitutional Officers:					
Clerk of the Court	391	395	386	391	394
Judicial	122	121	130	145	154
Property Appraiser	233	239	239	244	247
Sheriff	2,706	2,681	2,747	2,845	2,928
Supervisor of Elections	32	32	32	32	32
Tax Collector	252	255	258	258	288
Total Constitutional Officers	3,736	3,723	3,792	3,915	4,043
Grand Total	<u>8,329</u>	<u>8,402</u>	<u>8,603</u>	<u>8,874</u>	<u>9,159</u>

Five-Year Projections

The Five-Year Forecast for Palm Beach County is based on various assumptions and projections regarding the local economy, population growth, availability of Federal and State funds and the level of service to be provided by the County. The major assumptions utilized in preparing the forecast are the following:

- Debt service requirements will increase due to the issuance of bonds to finance construction of a new terminal at the Airport, purchase additional environmentally sensitive lands, purchase buses for Palm Tran and finance construction of the County Convention Center.
- The increased debt service will be funded from dedicated non-ad valorem revenues sources, such as Airport Passenger Fee revenue and Tourist Development Bed Taxes, except for the environmentally sensitive lands bonds which will be general obligation debt.
- The current economic upturn will continue through FY 2001 with further recovery taking place from FYs 2002 thru FY 2003.
- The County's population will increase 2.1% per year.
- Annual increases in taxable property values will average \$1.6 billion of new construction and \$1.5 billion of revaluations throughout the forecast period.
- Annual salary increases for County employees will range from 3.0% to 4.25% throughout the forecast period, inclusive of cost of living and merit increases.
- Operating expenses to maintain current service levels will increase 3% annually.
- Additional costs associated with new facilities such as Libraries, Parks and new Public Buildings will be funded by additional ad valorem taxes.
- The availability of Federal and State funding will decrease, especially in the area of Urban Development.
- Additional employees will be required by some departments in order to maintain current service levels due to increased demand caused by population growth.
- Charges for services will be adjusted as necessary to reflect changes in the cost of the provision of the services.
- Interest rates for both debt and revenue will average 6.5% and 6.0% respectively on an annual basis.

The chart below shows the projected millage rates, ad valorem requirements and potential annual tax increases or expenditure cuts required for FY 2002-2006. The two pages following present detailed projections for the County.

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Countywide Taxable Values (in Billions)	\$75.2	\$78.3	\$81.4	\$84.5	\$87.6
Aggregate Millage Rate	6.2247	6.7314	6.2858	6.3163	6.3395
Taxes (In Millions)	\$527.1	\$511.6	\$533.7	\$555.3	\$576.7
Countywide Millage Rate	4.9062	4.5742	4.5898	4.6004	4.6082
Taxes (In Millions)	\$368.9	\$358.2	\$373.6	\$388.7	\$403.7

Forecast of Revenues and Expenditures

Fiscal Years 2001-2006

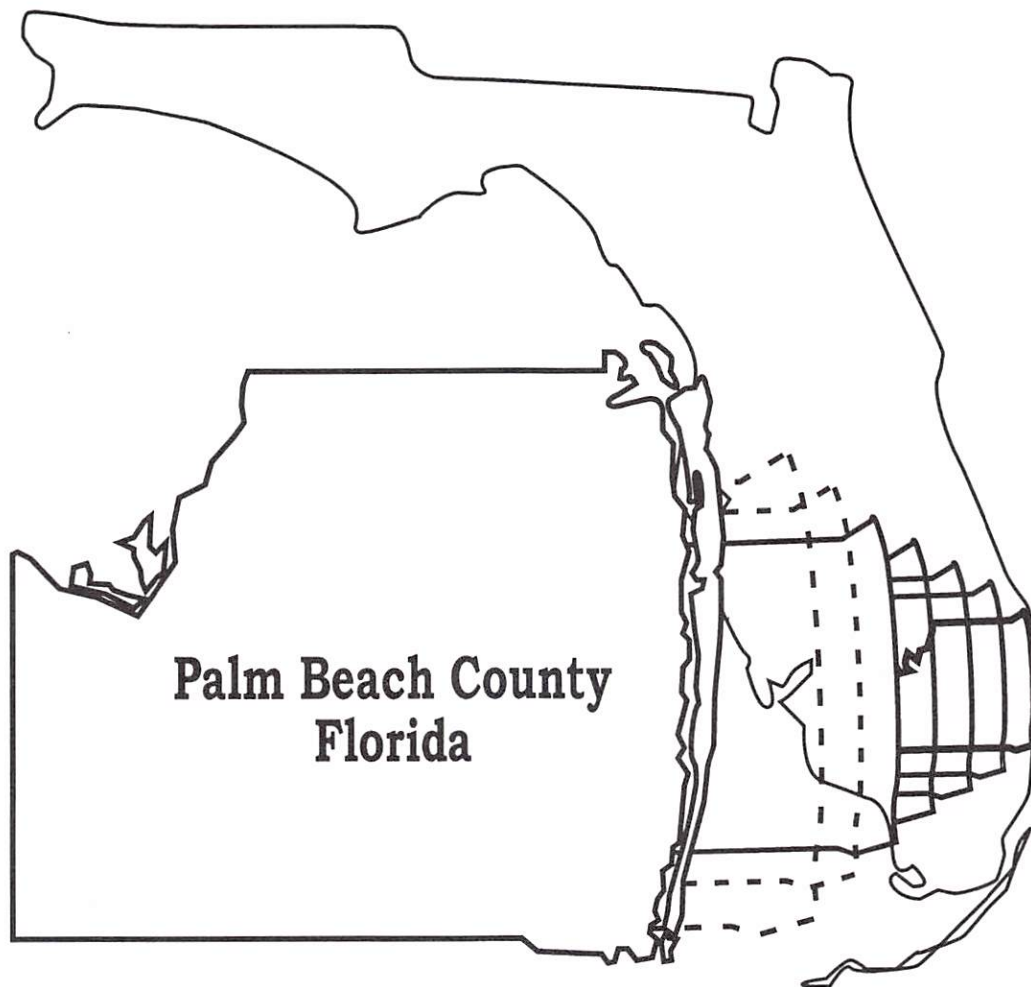
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Revenues						
Ad Valorem Property Taxes	468,086,900	527,054,734	511,646,847	533,711,536	555,323,379	576,673,175
Tourist Development Taxes	19,063,000	19,635,000	20,224,000	20,831,000	21,456,000	22,100,000
Gasoline Taxes	53,850,000	55,196,000	56,576,000	57,990,000	59,440,000	60,926,000
Franchise Fees	23,358,637	23,919,000	24,493,000	25,081,000	25,683,000	26,299,000
Utility Services Taxes	38,527,000	38,912,000	39,301,000	39,694,000	40,091,000	40,492,000
State and Federal Grants	114,594,997	116,887,000	119,225,000	121,610,000	124,042,000	126,523,000
State Shared Revenues	86,882,040	88,620,000	90,392,000	92,200,000	94,044,000	95,925,000
Licenses and Permits	14,116,914	14,540,000	14,976,000	15,425,000	15,888,000	16,365,000
Charges for Services	192,062,039	199,745,000	207,735,000	216,044,000	224,686,000	233,673,000
Constitutional Officer Excess Fees	22,684,740	22,912,000	23,141,000	23,372,000	23,606,000	23,842,000
Fines and Forfeitures	11,340,796	11,794,000	12,266,000	12,757,000	13,267,000	13,798,000
Special Ass'mnts and Impact Fees	58,587,642	64,446,000	70,891,000	77,980,000	85,778,000	94,356,000
Interest Earnings	49,210,175	50,686,000	52,207,000	53,773,000	55,386,000	57,048,000
Rents and Royalties	2,525,019	2,576,000	2,628,000	2,681,000	2,735,000	2,790,000
Bond/Loan Proceeds	90,430,000	72,100,000	13,000,000	89,000,000	0	0
Other Revenues	56,838,696	57,975,470	59,134,979	60,317,679	61,524,032	62,754,513
Interdepartmental Charges	60,430,204	62,545,261	64,734,345	67,000,047	69,345,049	71,772,126
Interfund Transfers	289,622,455	293,787,297	299,663,043	305,656,304	311,769,430	318,004,819
Fund Balances	817,039,154	787,273,472	795,049,276	796,312,729	790,401,895	797,437,245
Statutory Reserves	(43,846,922)	(58,900,560)	(59,280,591)	(61,592,861)	(63,945,371)	(66,352,084)
Total Revenues	\$2,425,403,486	\$2,451,703,674	\$2,418,002,899	\$2,549,843,434	\$2,510,520,414	\$2,574,426,793
Appropriations						
Personal Services	511,097,253	536,652,116	563,484,721	591,658,958	621,241,905	652,304,001
Operating Expenses	398,496,065	410,450,947	422,764,475	435,447,410	448,510,832	461,966,157
Equipment/Capital	527,155,628	503,759,741	418,549,935	484,990,934	390,176,753	396,534,288
Debt Service	101,757,473	102,775,048	103,802,798	104,840,826	105,889,234	106,948,127
Grants and Aids	116,096,519	116,677,002	117,260,387	117,846,689	118,435,922	119,028,102
Reserves	482,773,786	487,601,524	492,477,539	509,402,314	514,496,338	519,641,301
Transfers	288,026,762	293,787,297	299,663,043	305,656,304	311,769,430	318,004,819
Total Appropriations	\$2,425,403,486	\$2,451,703,674	\$2,418,002,899	\$2,549,843,434	\$2,510,520,414	\$2,574,426,793

Forecast of Departmental Operating Budgets

Fiscal Years 2001-2006

Department	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Airports	65,624,923	68,250,000	70,980,000	73,819,000	76,772,000	79,843,000
County Administration	1,303,863	1,356,000	1,410,000	1,466,000	1,525,000	1,586,000
County Attorney	4,507,595	4,688,000	4,876,000	5,071,000	5,274,000	5,485,000
County Commission	2,277,969	2,369,000	2,464,000	2,563,000	2,666,000	2,773,000
County Cooperative Extension Service	2,384,630	2,480,000	2,579,000	2,682,000	2,789,000	2,901,000
County Library	26,022,257	27,063,000	28,146,000	29,272,000	30,443,000	31,661,000
Community Services	47,385,135	49,281,000	51,252,000	53,302,000	55,434,000	57,651,000
Employee Relations and Personnel	2,537,103	2,639,000	2,745,000	2,855,000	2,969,000	3,088,000
Engineering and Public Works	44,293,449	46,065,000	47,908,000	49,824,000	51,817,000	53,890,000
Environmental Resources Management	19,793,033	20,585,000	21,408,000	22,264,000	23,155,000	24,081,000
Facilities Development and Operation	50,754,691	52,785,000	54,896,000	57,092,000	59,376,000	61,751,000
Financial Management and Budget	3,356,066	3,490,000	3,630,000	3,775,000	3,926,000	4,083,000
Fire-Rescue	140,225,462	145,834,000	151,667,000	157,734,000	164,043,000	170,605,000
Housing and Community Development	36,467,843	37,927,000	39,444,000	41,022,000	42,663,000	44,370,000
Information Systems Services	20,960,730	21,799,000	22,671,000	23,578,000	24,521,000	25,502,000
Internal Auditor	970,445	1,009,000	1,049,000	1,091,000	1,135,000	1,180,000
Metropolitan Planning Organization	1,233,856	1,283,000	1,334,000	1,387,000	1,442,000	1,500,000
Palm Tran	64,333,906	66,907,000	69,583,000	72,366,000	75,261,000	78,271,000
Parks and Recreation	43,163,901	44,890,000	46,686,000	48,553,000	50,495,000	52,515,000
Planning, Zoning and Building	39,626,895	41,212,000	42,860,000	44,574,000	46,357,000	48,211,000
Public Affairs	5,578,126	5,801,000	6,033,000	6,274,000	6,525,000	6,786,000
Public Safety	26,291,180	27,343,000	28,437,000	29,574,000	30,757,000	31,987,000
Purchasing	2,524,030	2,625,000	2,730,000	2,839,000	2,953,000	3,071,000
Risk Management	32,132,035	33,417,000	34,754,000	36,144,000	37,590,000	39,094,000
Tourist Development Council	42,782,914	44,494,000	46,274,000	48,125,000	50,050,000	52,052,000
Water Utilities	43,884,000	45,639,000	47,465,000	49,364,000	51,339,000	53,393,000
Non-Departmental Operations	15,748,880	16,379,000	17,034,000	17,715,000	18,424,000	19,161,000
Total Departmental Operating	786,164,917	817,610,000	850,315,000	884,325,000	919,701,000	956,491,000

Board Departments/Agencies



County Commission

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graph TD; CC[County Commission] --- D1[Commissioner District 1]; CC --- D2[Commissioner District 2]; CC --- D3[Commissioner District 3]; CC --- D4[Commissioner District 4]; CC --- D5[Commissioner District 5]; CC --- D6[Commissioner District 6]; CC --- D7[Commissioner District 7];
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The diagram is an organizational chart for the County Commission. At the top is a large rectangular box labeled "County Commission". A vertical line descends from the center of this box and connects to a horizontal line. From this horizontal line, seven vertical lines descend to a second level of seven rectangular boxes. These boxes are arranged in two rows: four boxes in the top row and three boxes in the bottom row. Each box contains the text "Commissioner" followed by a district number (1 through 7). The boxes are connected to the central vertical line as follows: District 1 (leftmost, top row), District 2 (middle-left, bottom row), District 3 (middle, top row), District 4 (middle-right, bottom row), District 5 (right-middle, top row), District 6 (right, bottom row), and District 7 (rightmost, top row).

Commissioner
District 1

Commissioner
District 3

Commissioner
District 5

Commissioner
District 7

Commissioner
District 2

Commissioner
District 4

Commissioner
District 6

29 Positions

County Commission

Commissioner District 1			
Commissioner District 2			
Commissioner District 3			
Commissioner District 4			
Commissioner District 5			
Commissioner District 6			
Commissioner District 7			
Commissioner District 8			
Commissioner District 9			
Commissioner District 10			
Commissioner District 11			
Commissioner District 12			
Commissioner District 13			
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Commissioner District 74			
Commissioner District 75			
Commissioner District 76			
Commissioner District 77			
Commissioner District 78			
Commissioner District 79			
Commissioner District 80			
Commissioner District 81			
Commissioner District 82			
Commissioner District 83			
Commissioner District 84			
Commissioner District 85			
Commissioner District 86			
Commissioner District 87			
Commissioner District 88			
Commissioner District 89			
Commissioner District 90			
Commissioner District 91			
Commissioner District 92			
Commissioner District 93			
Commissioner District 94			
Commissioner District 95			
Commissioner District 96			
Commissioner District 97			
Commissioner District 98			
Commissioner District 99			
Commissioner District 100			

Mission

To represent the citizens of Palm Beach County, promote effective government, and provides policy direction to meet community needs.

Summary of Services/Facilities

The Board is made up of seven Commissioners, each representing a single-member district. Commissioners are elected to four-year terms by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under

the control of the Board include:

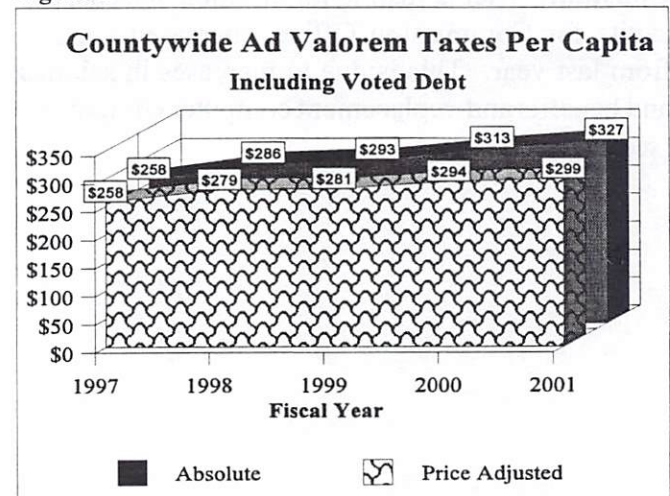
- provision of fire protection and disaster relief;
- construction and maintenance of County buildings, roads, and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control, and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources; and
- provision of cultural and recreational facilities and programs.

Trends and Issues

Millage Rate Remains Constant: The Board of County Commissioners adopted a millage rate of 4.6 mills for FY 2001. That is the rate established in FY 1998 and is in keeping with the Commission's promise to maintain a 4.6 operating millage rate for five years. Property values continue to increase providing some flexibility. As a result, budgeted reserves in the tax-equivalent funds are \$3.2 million higher than in FY 2000.

During the May budget workshop, the Board addressed issues potentially impacting reserves. These issues include funding levels of Palm Tran/SpecTran agencies, unfunded State mandates, and Article V costs. The FY 2001 budget provides funding for the level and quality of services expected by the citizens of Palm Beach County while maintaining a level of reserves sufficient to maintain the County's AAA General Obligation bond rating.

Figure 1



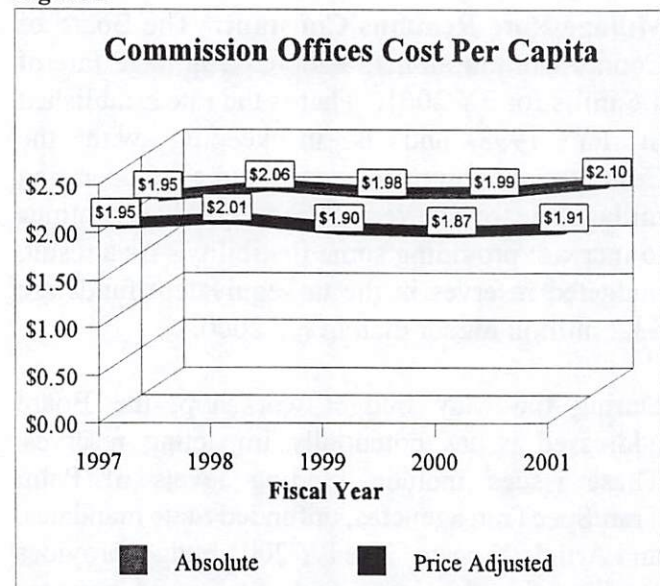
The total countywide millage rate, including voted debt, results in taxes per capita of \$299. This is adjusted for inflation using 1996 as the base year. **Figure 1** presents taxes per capita in both absolute and price-adjusted dollars.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$1,838,917	\$1,906,147	\$1,895,435	\$1,979,590
Operating Expenses	181,769	206,044	214,178	222,579
Capital Outlay	5,181	13,400	13,400	75,800
TOTAL	\$2,025,867	\$2,125,591	\$2,123,013	\$2,277,969
STAFFING				
Positions	29	29	29	29
Full Time Equivalents (FTEs)	29.00	29.00	29.00	29.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Population served	1,046,281	n/a	n/a	1,067,000	1,087,140
Countywide millage rate	4.8582	n/a	n/a	4.9456	4.9362
Countywide taxes per capita	\$293	n/a	n/a	\$313	\$325
Commission office expenditures per capita	\$1.99	n/a	n/a	\$1.99	\$2.06
Commission staff - FTEs	22	n/a	n/a	22	22

Cost of County Commission Offices Remains Constant: After adjusting for inflation, the cost per capita for Commission Offices increased slightly from last year. This is due to increases in salaries and benefits and replacement computer equipment. (see Figure 2).

Figure 2



County Attorney

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graph TD; CA[County Attorney] --> DR[Departmental Representation]; CA --> L[Litigation]; DR --- DR2[Departmental Representation]; L --- L2[Litigation];
```

Departmental
Representation

Departmental Representation

Litigation

Litigation

59 Positions

County Attorney

County Attorney

Litigation

Litigation

Litigation

Litigation

Litigation

Mission

To provide quality legal advice and representation to the Board of County Commissioners, County Administration, and departments in a timely, cost effective, and efficient manner.

Summary of Services/Facilities

The County Attorney's Office was established under Section 4.3 of the Charter of Palm Beach County as an independent office. The County Attorney is appointed by the Board of County Commissioners, serves at the pleasure of the Board, and is responsible directly to the Board. The Office is charged with conducting all the legal affairs for the Board of County Commissioners, County Administration, departments, boards, and commissions. In addition, the Office provides legal advice and general counsel to certain Constitutional Officers, other agencies of County Government, the Solid Waste Authority, and the Health Department.

The County Attorney's Office defends the County in all civil actions, and coordinates all outside legal services. The Office provides legal advice and opinions, prepares and reviews legislation, and drafts all legal documents required in conducting business for the County including contracts, resolutions, ordinances, bonds, and leases.

The County Attorney's Office consists of two programs: Departmental Representation (including the BCC, County Administration, Solid Waste Authority and all Boards and Commissions) and Litigation.

Trends and Issues

County Attorney's Office Honored: During the Florida Association of County Attorneys (FACA) CLE Program the Office received an award for outstanding work on amicus briefs filed on behalf of FACA. The Office was also honored by the 15th Circuit Pro Bono Committee/Legal Aid Society for initiating a program of elementary school visits/lectures.

Increased Participation with Florida Association of Counties on Legislative Matters. The Office assisted the Florida Association of Counties telecommunications workgroup in developing draft legislation to replace all existing statewide and local option telecommunications taxes and fees with a single, uniform, statewide tax. The Office also worked with the FACA on the legislation implementing Article V/Revision 7 and numerous key legislative matters which are significant to the County and other counties.

Appellate Team Successes: The appellate team has continued to prevail in numerous cases at all appellate court levels including the Supreme Court and the US 11th Circuit Court. Numerous amicus briefs have been written on behalf of FACA. The Office has coordinated all amicus representation on behalf of FACA for the past 2 years and was honored as noted earlier.

Growing Relations with Florida Law Schools: As a result of the growing relationship with area law schools, the Office continues to participate in on-campus interview programs and career days with Nova Southeastern University, Miami Law School, University of Florida, and Stetson University.

Collection Court: Collections Court continues to be successful and a recent session of this court was filmed by the Courtroom Television Network.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$1,955,018	\$1,829,500	\$1,829,500	\$2,137,500
Other	7,393	4,000	4,060	4,060
TOTAL	\$1,962,411	\$1,833,500	\$1,833,560	\$2,141,560
APPROPRIATIONS				
Personal Services	\$3,566,061	\$3,811,078	\$3,707,813	\$4,049,390
Operating Expenses	244,355	416,164	407,390	438,904
Capital Outlay	42,908	18,726	18,726	19,301
TOTAL	\$3,853,324	\$4,245,968	\$4,133,929	\$4,507,595
STAFFING				
Positions	57	57	56	59
Full Time Equivalents (FTEs)	57.00	57.00	55.68	58.68

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Number of County Attorneys	25	n/a	n/a	25	27
Ratio of Attys to Total County	1:190	n/a	n/a	1:205*	1:205**
* includes SWA					
** does not include new positions for FY 2001					

Representatives of other counties, such as Dade, continue to monitor the process closely in an effort to institute similar courts in their own counties.

Court-Appointed Attorney Costs Containment Program:

A contract team approach was established to represent defendants when the Public Defender's Office withdraws from a case due to an existing conflict or in other cases where attorneys are appointed by the court to represent indigent clients. **Figure 1** depicts cost savings based on the difference between what the court appointed attorney requested and the amount approved based on an analysis of costs and services. The requested amount of attorney costs in 1999 was \$4.2 million and the amount actually awarded was \$4.0 million.

The Contract Team approach has been successful in containing these costs and this trend is expected to continue. These costs will be assumed by the State

Figure 1



of Florida by FY 2004 pursuant to the passage of Revision 7 to the Florida Constitution.

Significant Changes From Prior Year

Representation of the Solid Waste Authority: In January, the Office began providing legal services for the Authority, assuming the position previously held by its full-time General Counsel. This representation involves new and different legal issues for the Office and requires the significant presence of staff attorney(s) at the Authority's administrative offices.

Minority Recruitment and Development Program: As part of the Office's general Outreach Program, a Minority Recruitment and Development Program was established to specifically target qualified minority candidates at law schools for potential summer clerks, legal interns and full-time employment opportunities with our office. Minority recruitment efforts have included on-campus interviewing at University of Miami, University of Florida, Stetson and at Howard University in Washington, D.C.

Utilization of Outside Legal Services: As disclosed last fiscal year, due to an increased pace of road construction throughout the County, an unusually high number of new eminent domain cases are being filed to obtain the property for the roads. The influx represents over a four-fold increase in the eminent domain workload, requiring assistance of outside counsel to meet construction schedules.

Case Management/Time and Billing Software: A new software program was developed through ISS enabling our office to continue to track projects and hours worked by attorneys. In addition, the program allows for closer case management, which was recommended by the outside consultants.

The program has the ability to compile data which will be beneficial as a management tool, not only for litigation purposes, but for administrative matters as well. Another feature of this software is that it will link to WordPerfect for generation of various types of documents.

Definition of Program and Services

To represent the Board of County Commissioner, County Administration, County departments and the Solid Waste Authority for all non-litigation issues. Primary services include:

- ◆ provide legal advice and counsel on the interpretation and enforcement of federal, state, and local laws and rules affecting County government;
- ◆ draft and/or review all official documents (i.e., ordinances, leases, contracts, resolutions, etc.);
- ◆ provide legal advice and representation on matters overseen by the boards and commissions;
- ◆ provide ethics and conflict of interest opinions to the Board of County Commissioners and its employees; and
- ◆ handle administrative actions and hearings (i.e., personnel appeals, code enforcement, etc.).

Program Objectives for FY 2001

1. Evaluate the legal requirements for representation of the Solid Waste Authority including utilization of outside counsel and the elimination of other expenses associated with the operation of the Solid Waste Authority's legal office.
2. Initiate amendments or repeal of ordinances (non ULDC) that were identified with County Administration and the appropriate Department during Fiscal Year 2000 Phase I review.
3. Continue to increase research capabilities through the upgrading of computer integrated equipment.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Resolutions and ordinances prep/rev	642	n/a	n/a	740	675
Contracts and agreements prep/rev	2,315	n/a	n/a	2,300	2,400
Agenda items prepared/reviewed	2,889	n/a	n/a	2,300	2,800
BCC inquiries/legal ops. rendered	1,277	n/a	n/a	1,300	1,300
% of budgeted revenues collected	100%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$1,197,331	\$969,500	\$969,500	\$1,023,500
Other	3,342	-	60	60
TOTAL	\$1,200,673	\$969,500	\$969,560	\$1,023,560
APPROPRIATIONS				
Personal Services	\$2,603,225	\$2,782,087	\$2,706,703	\$2,834,573
Operating Expenses	178,379	304,904	297,395	307,233
Capital Outlay	31,323	13,670	13,670	13,511
TOTAL	\$2,812,927	\$3,101,208	\$3,017,768	\$3,155,317
STAFFING				
Full Time Equivalents (FTEs)	41.50	41.50	40.18	41.18

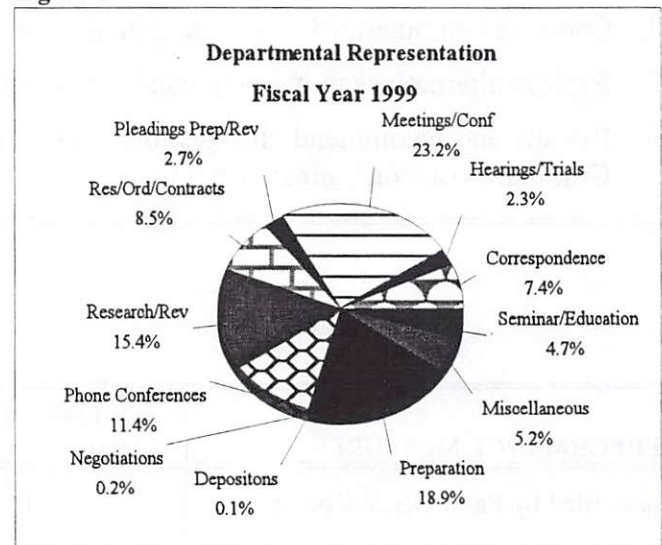
Summary of Key Funding/Service Issues

New Solid Waste Attorney: The Solid Waste Authority representation involves new and different legal issues for the Office and requires the significant presence of an attorney at the Solid Waste Authority's Administrative Offices resulting in less time spent on employment and labor matters. The attorney's hours working for the Solid Waste Authority will be billable to the Authority and will be off-set by revenue from the SWA. **Fiscal Impact: \$67,089. (Net Impact \$0).**

Computer Upgrade: One printer and two lap top computers have been identified as having either insufficient memory or too small a hard drive to accommodate the various applications that are used in the Office. The lap top computers are not currently compatible with the existing system due to insufficient memory problems.

The Office's CD-Rom Tower also needs to be replaced due to the insufficient number of bays and the number of cd's in the office. Many of the legal publications are only available on cd-rom. Going from a 21-bay tower to a 60-bay tower will increase research capabilities. **Estimated Fiscal Impact: \$12,641.**

Figure 3



Equipment Replacement: The existing fax machine can no longer keep up with the demands of the Office without running into a weekly error message of "insufficient memory." **Estimated Fiscal Impact: \$2,860.**

Departmental Representation: Figure 3 depicts the utilization of staff time.

Definition of Program and Services

To provide legal advice and litigation support to the Board of County Commissioners and County departments. Primary services include:

- ◆ defend Palm Beach County in all litigation;
- ◆ file actions on behalf of the Board of County Commissioners;
- ◆ handle the review and cost containment of the attorney's fees program for indigent defendants, and reimbursement of costs for acquitted defendants; and
- ◆ oversee the legal aspects of the in-house collection program.

Program Objectives for FY 2001

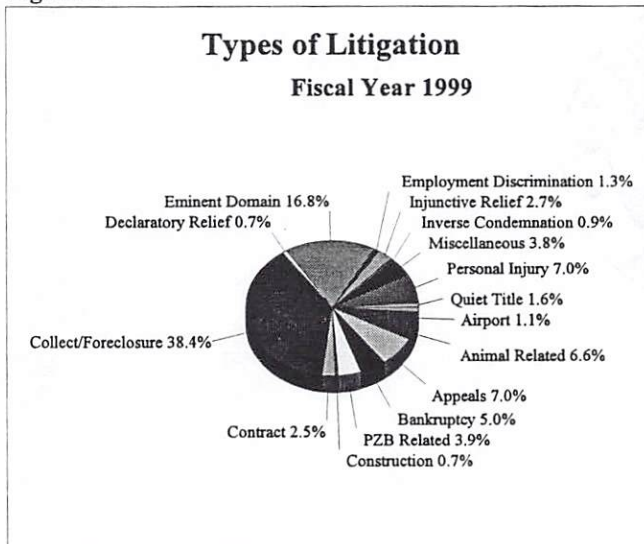
1. Continue computerized monitoring of all cases.
2. Explore alternatives to utilizing outside counsel for eminent domain cases.
3. Review and recommend changes to existing judicial administrative orders pertaining to the County's Criminal Cost Containment Program.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Cases filed by Palm Beach County	34	n/a	n/a	25	30
Cases filed against Palm Beach County	371	n/a	n/a	350	360
Active lawsuits	635	n/a	n/a	500	600
In-house construction cases	4	n/a	n/a	5	5
Cases resolved by pre-trial negotiation	39	n/a	n/a	35	40
\$ saved through Criminal Cost Containment Program	\$154,477	n/a	n/a	\$150,000	\$200,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Inter-Departmental Charges	\$757,687	860,000	\$860,000	\$1,114,000
Other	4,051	4,000	4,000	4,000
TOTAL	\$761,738	\$864,000	\$864,000	\$1,118,000
APPROPRIATIONS				
Personal Services	\$962,836	\$1,028,444	\$1,001,110	\$1,214,817
Operating Expenses	65,976	111,260	109,995	131,671
Capital Outlay	11,585	5,056	5,056	5,790
TOTAL	\$1,040,397	\$1,144,760	\$1,116,161	\$1,352,278
STAFFING				
Full Time Equivalents (FTEs)	15.50	15.50	15.50	17.50

Summary of Key Funding/Service Issues

Figure 4

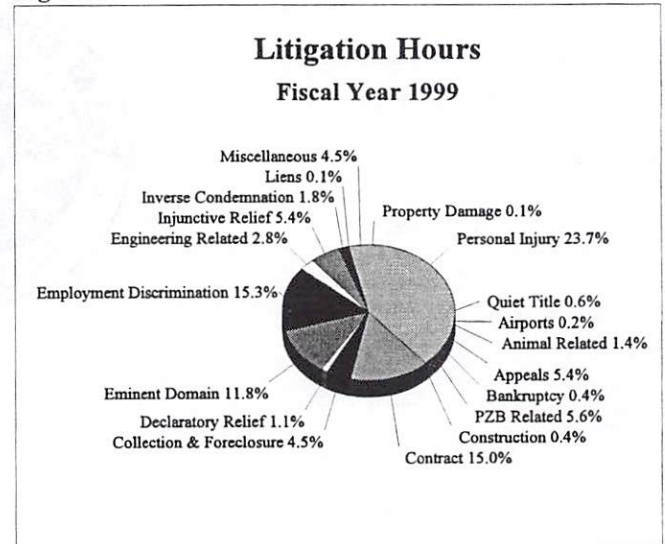


Types of Litigation: Figure 4 depicts the relative number of cases handled in the various types of litigation in the Office.

Litigation Staff Time: Figure 5 depicts the utilization of staff time per types of litigation.

Addition to Eminent Domain Staff: The Engineering Department has experienced a

Figure 5



tremendous increase in activity in the area of eminent domain. Currently the County is spending more than \$1 million on outside counsel to represent the County in these matters. The hiring of an attorney and secretary will save the County considerable monies and thereby reduce the reliance on outside counsel on eminent domain issues. This expense will be off-set by revenues from Engineering. **Fiscal Impact: \$114,367. (Net Impact \$0)**



Internal Auditor

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graph TD; A[Internal Auditor] --> B[Operational Audits]; B --> C[Internal Audit];
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Operational Audits

Internal Audit

12 Positions

Internal Auditor

CPA/Chartered Accountant

Internal Auditor

12/12/2012

Mission

To serve the Board of County Commissioners, County agencies and departments, and the public by providing independent, objective reviews of County operations, identifying areas where efficiency and effectiveness can be improved, and providing assistance and advice to the Board and management when requested.

Summary of Services/Facilities

The Internal Auditor's Office audits the operations of departments under the Board of County Commissioners to ensure compliance with policy and to assess the efficiency of activities. The Office evaluates internal and management control systems, identifies problem areas, and makes recommendations for improvement. The Office also audits Airport concessions and operations of the

Solid Waste Authority, Sheriff, and the Health Care District. The Internal Auditor's Office reports to an Audit Committee which approves the annual work plan, reviews completed audit reports, and evaluates the Internal Auditor's performance. Revenues are generated through charges to the Airport, Solid Waste Authority, and the Health Care District.

Trends and Issues

Allocation of Audit Resources: Through interlocal agreements, the Office allocates one full-time (FTE) auditor to perform audits of the Health Care District and one half-time equivalent to the Solid Waste Authority. The Department of Airport's has one full-time equivalent and the Sheriff's Office has one half-time equivalent allocated. The remaining six FTEs are assigned to County operations.

Audit Results: Audited departments continue to be very cooperative in the audit process and have been taking appropriate corrective actions to address audit findings.

External Quality Assurance Review: The County's external auditors will conduct a quality assurance review of the Office in FY 2001. This review, required by professional standards, ensures that the Office follows appropriate auditing standards promulgated by the General Accounting Office and the Institute of Internal Auditors.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$58,685	\$100,000	\$120,000	\$135,000
Inter-Departmental Charges	34,130	159,000	160,160	160,000
TOTAL	\$92,815	\$259,000	\$280,160	\$295,000
APPROPRIATIONS				
Personal Services	\$683,308	\$848,249	\$796,235	\$890,772
Operating Expenses	34,382	45,868	46,013	63,643
Capital Outlay	11,660	18,044	17,900	16,030
TOTAL	\$729,350	\$912,161	\$860,148	\$970,445
STAFFING				
Positions	12	12	12	12
Full Time Equivalents (FTEs)	12.00	12.00	12.00	12.00

Significant Changes From Prior Year

Technology: The focus for FY 2001 is to fully implement computer-assisted auditing techniques (CAATs) enabling the Office to expand coverage and sample sizes. Funding is included for licenses and staff training in Crystal Info, a software tool used to query and analyze data base information and to prepare ad hoc reports. A web page is also planned which will permit final report access and interactive communications with staff.

Definition of Program and Services

To conduct audits to determine if:

- ◆ assets are being adequately safeguarded;
- ◆ operations are being performed in accordance with laws, contracts, policies, and procedures;
- ◆ financial and other reports are accurate and reliable;
- ◆ activities have been properly authorized;
- ◆ operations are being performed in an efficient and effective manner; and
- ◆ stated goals are being accomplished.

To provide assistance and advice to the Board and management when requested.

Program Objectives for FY 2001

1. Reduce auditor administrative time to 3,000 hours per year or less.
2. Facilitate one control self assessment.
3. Maintain a 95% customer satisfaction level.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Administrative time (hours)	5,881	n/a	n/a	6,000	3,000
% of audit recommendations brought to closure	98.3%	n/a	n/a	98.6%	98%
Customer satisfaction level	95%	n/a	n/a	95%	95%
Audits performed	44	n/a	n/a	60	65



County Administration

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graph TD; A[County Administration] --> B[Administration];
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Administration

13 Positions

QO'RIQSHIQA YUMUQ

QO'RIQSHIQA YUMUQ

QO'RIQSHIQA YUMUQ

Mission

To provide administrative leadership which creates an entrepreneurial government resulting in cost effective and efficient delivery of services. County Administration will implement policies established by the Board of County Commissioners and manage the activities of Board departments. Accountability of public expenditures will be provided through the use of performance measurement and organizational excellence will be encouraged by example and sponsorship of quality improvement programs. This mission requires effective communication with County Commissioners, constitutional officers, employees, citizens, the media, and others through open access and sharing of information.

Summary of Services/Facilities

The County Administrator serves as the chief executive officer of Palm Beach County government and provides the primary staff support to the Board of County Commissioners. The County Administrator's Office is staffed with thirteen positions, including the Deputy County

Administrator and four Assistant County Administrators. This Office directs the activities of twenty-four Board departments and acts as liaison to the constitutional officers and various other agencies.

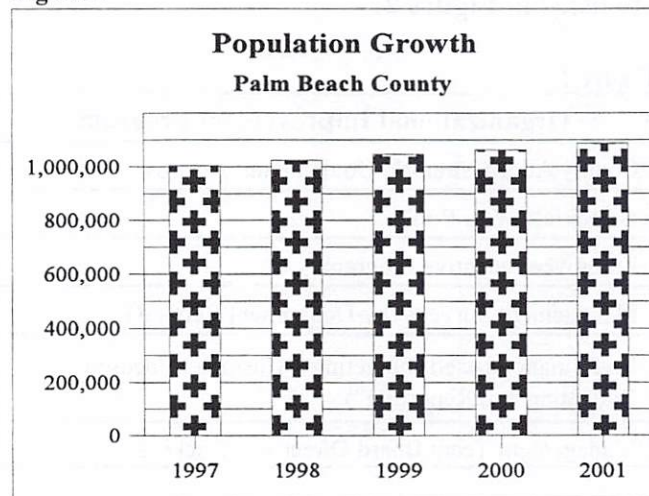
Trends and Issues

Population Gains Place Demand on Services:

The population of Palm Beach County has increased by about 106,000 since 1996 - placing it second among all Florida counties in terms of absolute growth. **Figure 1** depicts this 11% growth trend.

Through the decade, the County had reduced the Countywide property tax millage rate. Service demands and various budget stresses including incorporations, legal settlements, and capital investments forced a return to the millage rate of the early 1990's. Continuing to threaten future costs are criminal justice issues, particularly the Sheriff's budget and data processing enhancements.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Interdepartmental Charges	\$209,952	\$218,350	\$121,368	\$224,901
Other	84	-	58	-
TOTAL	\$210,036	\$218,350	\$121,426	\$224,901
APPROPRIATIONS				
Personal Services	\$1,054,169	\$1,176,904	\$1,104,786	\$1,158,109
Operating Expenses	58,157	72,082	62,231	127,453
Capital Outlay	5,894	-	2,500	10,000
Debt Service	13,468	17,314	6,225	8,301
TOTAL	\$1,131,688	\$1,266,300	\$1,175,742	\$1,303,863
STAFFING				
Positions	13	13	13	13
Full Time Equivalents (FTEs)	13.00	13.00	13.00	13.00

Improved Quality a County Priority: The ongoing initiative to improve management practices and quality of services continued during the past year. Palm Beach County aspires to achieve and maintain a reputation as a well-managed and innovative organization. Specific programs and activities supporting organizational improvement are listed in **Figure 2**.

Figure 2

Organizational Improvement Program
County Administrator's Golden Palm Awards
"Breakfast With Bob"
Employee Incentive Program
Management Surveys (by Department Request)
Performance-based Budgeting ("Customer Focused Budgeting and Reporting")
Management Team Board Directives Tracking

Major Projects and Initiatives: During the past year, Administration provided primary staff support on a number of high profile issues of major financial and community impacts. These projects entailed a substantial level of involvement by the Management Team. **Figure 3** lists examples of major projects staffed by County Administration.

Figure 3

Project/Issue
Palm Tran /Spectran Service/Cost Issues
Convention Center
Fiscal Impact of Reduced State Funding
Economic Development
Annual Impact of Federal Budget Cuts
Conservation Land Bond Issue
ISS Issues and Responsibility
Impact of Capital Costs

Definition of Program and Services

County Administration is responsible for the overall supervision of Board departments. Primary services involve:

- ◆ arrange for the orderly scheduling of County Commission business and coordinate the development and review of agenda items for Commission meetings;
- ◆ staff special projects and initiatives as directed by the Board of County Commissioners and identified by the Management Team;
- ◆ present the County Administrator's recommended budget (operating and capital) for the upcoming fiscal year;
- ◆ plan for future levels of service and capital requirements;
- ◆ provide staff support to various appointed boards and committees;
- ◆ serve as a liaison to local, state, and federal government entities;
- ◆ oversee development of policies and procedures to guide County departments; and
- ◆ respond to public inquiries and requests for information.

Program Objectives for FY 2001

1. Implement major projects in accordance with Board goals.
2. Work with ISS to implement court computer systems
3. Convert Countywide policies and procedures (PPMs) to E-mail database for ease of access by County departments and improve use of E-mail capabilities.
4. Implement policy alternatives regarding the Agricultural Reserve area.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Board agenda items	2,247	n/a	n/a	2,100	2,100
Board directives	77	n/a	n/a	130	85

Cost of County Administration: Over the past five years the cost per capita for County Administration has remained steady. (see **Figure 4**). County Administration staffing has remained at 13 for the period FY 1997 through FY 2001.

Employees Per 1,000 Population Increases: The total number of budgeted positions per 1,000 population under the Board of County Commissioners (BCC) increased from 4.58 in FY 1997 to 4.65 in FY 2000 (see **Figure 5**).

Figure 4

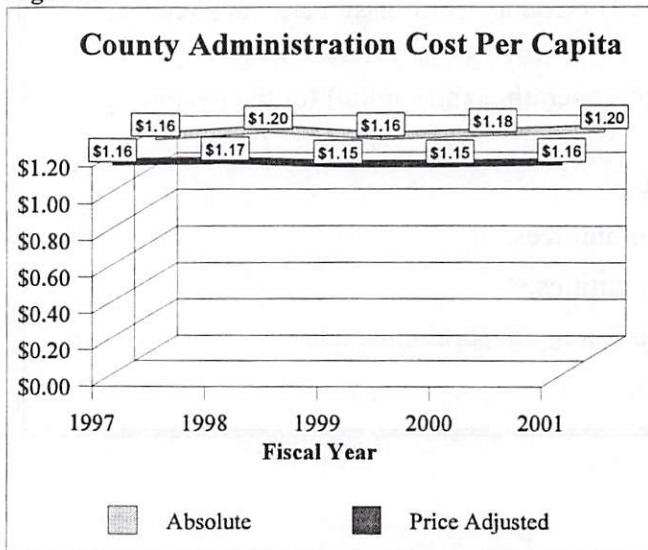
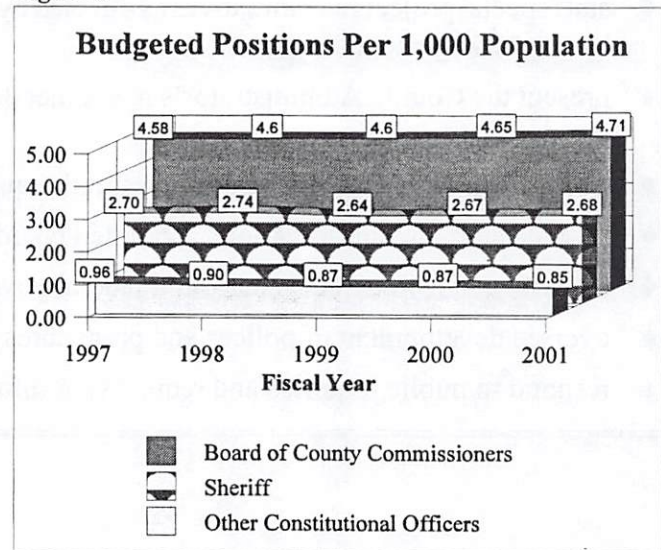


Figure 5



Airports

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graph TD; A[Airports] --> B[Operations]; A --> C[Capital Projects]; A --> D[Debt Service]; A --> E[Noise Abatement]; B --- B2[Operations]; C --- C2[Capital/Debt]; D --- C2; E --- E2[Noise Abatement];
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Operations

Capital
Projects

Debt Service

Noise
Abatement

Operations

Capital/Debt

Noise
Abatement

137 Positions



Adoptive

Adoptive

Adoptive

Adoptive

Mission

To meet the aviation demands of Palm Beach County by:

- ▶ providing quality facilities;
- ▶ operating the airport system in a cost efficient and safe manner;
- ▶ continuing as an economic stimulus for Palm Beach County;
- ▶ opening the airport to foreign markets;
- ▶ continuing the airport noise abatement programs for the betterment of all airport neighbors; and
- ▶ continuing to provide an equitable opportunity for all businesses, including the Disadvantaged Business Enterprise.

Summary of Services/Facilities

The Department of Airports owns and manages Palm Beach International Airport (PBIA) and three general aviation airports at North County, Lantana, and Pahokee. At the general aviation locations, over 268,000 square feet of hangar space is available for corporate and private fliers.

Serving approximately 5.8 million passengers per year, PBIA provides a multitude of services to help people get to their destinations safely and enjoyably.

Aside from operating and maintaining the 560,000 square foot McCampbell Terminal, all safety and security is provided through agreements with the Sheriff's Office and Fire-Rescue.

PBIA also provides parking facilities and services for over 1.9 million cars per year. Leases and concession agreements have been established to ensure that passengers have a full range of services: rental car, food sales, gift shops, and airline service.

Trends and Issues

All Costs Paid By User Fees: The concept of the Department's budget is self sufficiency. All costs are paid by revenues generated by the Airport or Aviation system. Increased revenue resulting from a growing number of passengers has enabled the Department to keep up with rising costs. Aviation system revenues include Federal Aviation Administration and State Department of Transportation grants. Airport revenues include airline rents and landing fees, concession fees, parking fees, and passenger facility charges. No ad valorem tax dollars are used to support the Department. Any services that other governments provide are paid for in full, including indirect costs.

Passenger Facility Charges Provide Substantial Funding: Instituted in 1995, the Passenger Facility Charge (PFC) program at Palm Beach International Airport has netted an average of \$8.2 million per year. PFCs are collected by means of an additional charge of \$3 per departure from PBIA, as shown on the passenger's ticket. The airlines remit \$2.92 per ticket, keeping the rest for expenses.

The program was implemented by the Federal Aviation Administration to reduce dependency on grant funding and streamline the funding process. The airlines are given the opportunity to review and comment on funding uses. PFC uses are restricted to capital projects which increase safety, reduce noise impacts, and add airline capacity.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$2,822,980	\$2,991,726	\$3,186,892	\$11,094,725
User Fees/Charges	58,147,967	56,391,775	55,206,799	55,949,310
Other	3,130,623	60,011,939	74,930,619	53,175,875
Interfund Transfers	42,862,863	41,252,424	56,664,433	45,291,879
TOTAL	\$106,964,433	\$160,647,864	\$189,988,743	\$165,511,789
APPROPRIATIONS				
Personal Services	\$6,779,359	\$7,010,704	\$7,132,332	\$7,553,855
Operating Expenses	20,324,407	21,979,119	20,758,598	22,098,016
Capital Outlay	22,943,003	15,661,150	39,915,380	28,218,328
Debt Service	11,447,646	16,637,276	16,618,376	16,476,601
Interfund Transfers	42,862,863	41,252,424	56,664,433	45,291,879
Charge-Off's	(326,110)	(425,000)	(350,000)	(400,000)
Reserves	-	58,532,191	-	48,273,110
TOTAL	\$104,031,168	\$160,647,864	\$140,739,119	\$167,511,789
STAFFING				
Positions	134	136	136	137
Full Time Equivalents (FTEs)	133.75	135.25	135.25	136.25

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Total passengers	5,740,157	+4%	6,238,000*	6,100,000	6,100,000
Landed weight (1,000 lb. units)	3,934,044	-15%	n/a	4,250,000	4,250,000
Cargo tons	25,169	+19%	n/a	28,500	28,500
Operating expense per passenger	\$4.68	+9%	\$3.46	\$4.73	\$4.70
Operating revenue per passenger	\$8.80	+2%	\$6.06	\$7.98	\$8.00
Concession revenue per passenger	\$3.86	+18%	\$3.263	\$3.38	\$3.50

* Using composite data from medium hub airports. Source: American Association of Airport Executives.

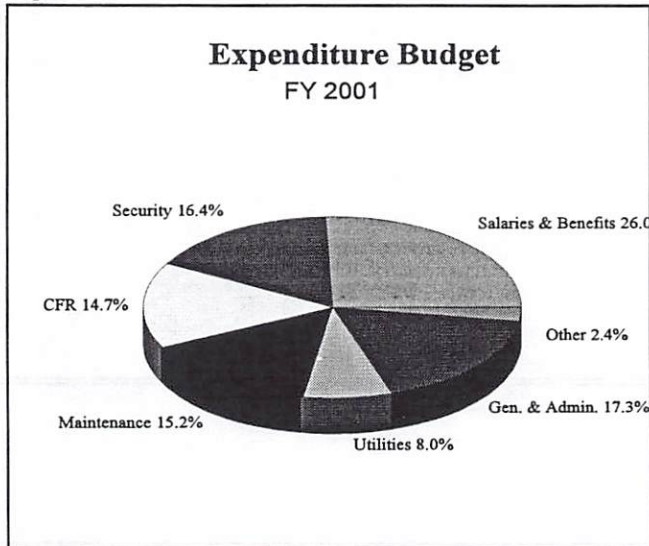
The Department has used or plans to use PFCs on a variety of projects including the Golfview acquisition, runway extension, terminal security cameras, and Instrument Landing Systems at the North County Airport. In total, the current goal is to spend approximately \$94 million in PFC funds on various projects from the plan's inception through the year 2005. This plan can be amended as new uses are identified that meet the funding criteria.

Fiscal 2001 Budget Summary: The fiscal 2001 operating expense totals \$29.3 million. Cost control is an essential element since increased costs are passed on to airlines in the form of higher rental rates and landing fees. The goal is to control costs as much as possible while maintaining high standards of customer service. Reasonable airline fees increase competition at PBI among air carriers. Passengers ultimately benefit in the form of more routes and potentially lower air fares due to

competition. **Figure 1** shows the FY 2001 operating expense budget.

In terms of operating revenues, \$48 million is estimated for fiscal year 2001. The largest

Figure 1



categories of revenue include: airline rentals (\$14.0 million), rental cars (\$8.7 million), and auto parking (\$9.2 million).

The difference between revenues and expenditures is used to fund the annual debt service total of approximately \$16.5 million. The remaining funds are used to fund the local portion of capital projects. Some details of the operating budget will be discussed in the next section.

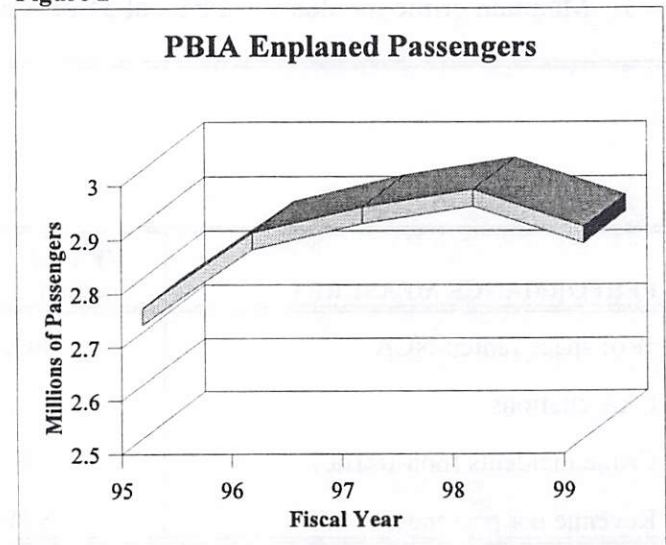
Residential Sound Insulation Program for Noise Mitigation: In 1995, the Department of Airports implemented the first large-scale residential sound insulation program at an airport in the State of Florida. Using Federal and State grants and local matching funds, home owners residing within the FAA approved DNL 65 Noise Exposure Contour are eligible to receive acoustical upgrades to their homes. The goal of the program is to decrease the intrusion of aircraft noise into primary living areas of the home. Eighty-five single-family residences have been completed to date. Total costs to date are

a little over \$2.4 million, using grant revenues of \$1.1 million.

Typical improvements include installation of new acoustically rated custom made windows and insulated window frames and exterior doors and door frames, installation of central heat/air systems for homes with insufficient ventilation and upgraded attic insulation. Approximately 1,200 residences are eligible and the average cost per home is \$23,000. In addition to achieving a quieter environment inside the home, an added benefit is the resulting increase in energy efficiency of the home. Palm Beach County is participating in Florida Power & Light's WATT-Saver Program. FP&L estimates that the County will save over \$200,000 through participation in the program. Home owners benefit through the reduction in cooling costs which are showing reductions of nearly 30% to 50% in their monthly electric bills.

Enplaned Passengers: Passengers departing from Palm Beach International Airport are shown below in **Figure 2**.

Figure 2



Definition of Program and Services

To provide, or provide for, all services required by passengers, aircraft operators, tenants, and regulatory agencies including the Federal Aviation Administration and the Florida Department of Transportation. Primary services include:

- ◆ hangars;
- ◆ parking;
- ◆ security;
- ◆ Fire-Rescue;
- ◆ food;
- ◆ gift shops; and
- ◆ rental cars.

Program Objectives for FY 2001

1. Maintain 100% compliance with all FAA regulations regarding security, safety, and training.
2. Maintain revenue per passenger at \$8 or more.
3. Maintain crime incidents at PBIA at 35 or less.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% of space rented-NCA	100%	n/a	n/a	100%	100%
FAA citations	0	0%	n/a	0	0
Crime incidents (non-traffic)	54	+32%	n/a	35	35
Revenue per passenger	\$8.80	+2%	\$6.06	\$7.98	\$8.00

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$49,979,064	\$48,391,775	\$47,006,799	\$47,749,310
Other	586,599	5,705,985	7,233,034	7,167,111
Interfund Transfers	2,322,544	7,829,000	7,849,000	10,708,502
TOTAL	\$52,888,207	\$61,926,760	\$62,088,833	\$65,624,923
APPROPRIATIONS				
Personal Services	\$6,784,129	\$7,015,504	\$7,137,132	\$7,553,855
Operating Expenses	19,610,101	21,974,319	20,753,798	22,098,016
Interfund Transfers	26,983,916	26,780,576	27,966,542	29,723,570
Charge-Off's	(326,110)	(425,000)	(350,000)	(400,000)
Reserves	-	6,581,361	-	6,649,482
TOTAL	\$53,052,036	\$61,926,760	\$55,507,472	\$65,624,923
STAFFING				
Positions	134	136	136	137
Full Time Equivalents (FTEs)	133.75	135.25	135.25	136.25

Summary of Key Funding/Service Issues

Public Parking: During the past several months parking spaces at Palm Beach International Airport have been in short supply. Frequently, the long term garage must be closed because of full capacity. Reviews and preliminary design work are being performed to determine alternatives to alleviate parking congestion. Alternatives will identify ways to improve traffic flow and determine if and when additional parking spaces should be constructed.

The Board of County Commissioners approved a parking rate increase of two dollars per day for patrons using the long term or short term lot. Park and Ride rates remain at a maximum of \$4 per day to provide a lower cost alternative. Part of the rationale for the rate increase was to help fund parking improvements at PBIA and part was to see if patrons would redistribute themselves to the Park and Ride lot, thereby alleviating congestion in the others. The rate increase effective January 2000 was too recent to determine the long term impact on traffic flows at this time.

Airline Agreement: Department of Airports staff is currently working with the major airlines to extend the use and lease agreements for Palm Beach International Airport. One of the goals of the Department is to reduce costs to carriers to make it more profitable to operate at PBIA. The overall strategy is to provide a market that promotes competition among airlines by making it easier for new carriers to begin service as well as allow existing carriers to broaden their service. Ultimately, the public will benefit by having more destinations to fly to and at better airfares.

In addition to amending the agreement between the airlines and the County, the Department must continue to control costs and enhance revenues where possible. This is critical to the future of airline rates because the fees that are charged airlines is a function of the net revenues the operation generates.

Definition of Program and Services

To provide for the purchase and construction of facilities required for the aviation demands of Palm Beach County and the surrounding communities. Primary services include:

- ◆ monitor construction;
- ◆ develop and monitor the capital budget;
- ◆ apply for grants; and
- ◆ pay revenue bond debt service.

Program Objectives for FY 2001

1. Purchase of properties west of runway 9L - \$6.5 million.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Grant/Passenger Facility Charge funds received	\$10,622,819	-22%	n/a	\$11,000,000	\$11,000,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,069,120	\$463,000	\$1,785,892	\$4,994,125
User Fees/Charges	7,937,876	7,800,000	8,000,000	8,000,000
Other	2,423,780	52,561,268	64,382,898	44,523,922
Interfund Transfers	38,146,325	29,733,576	42,640,817	32,747,829
TOTAL	\$49,577,101	\$90,557,844	\$116,809,607	\$90,265,876
APPROPRIATIONS				
Operating Expenses	\$709,395	-	-	-
Capital Outlay	17,859,952	\$8,563,976	\$30,174,919	\$19,096,225
Debt Service	11,447,646	16,637,276	16,618,376	16,476,601
Interfund Transfers	15,878,945	14,471,848	28,697,891	15,568,309
Reserves	-	50,884,744	-	39,124,741
TOTAL	\$45,895,938	\$90,557,844	\$75,491,186	\$90,265,876
STAFFING				
Positions	-	-	-	-
Full Time Equivalents (FTEs)	-	-	-	-

Summary of Key Funding/Service Issues

Runway Extension: The Department of Airports is ahead of schedule to complete the \$9 million runway extension project by the end of the fiscal year. The majority of the project is funded by passenger facility charges with additional funding provided by state grants and local funding. The job is being performed primarily at night so as not to interrupt flights in and out of the airport. Due to the nature of night work and runway work in general, many Department of Airports operations staff will be used to monitor and contain construction activity in safety designated areas.

Currently the primary runway is 8,000 feet long. This project will add 1,200 feet to the west and 811 feet to the east. The extension will increase capacity, enhance safety, and decrease noise at Palm Beach International Airport. Noise reduction will be achieved by allowing aircraft to obtain higher altitudes over neighborhood areas.

General Aviation Apron Resurfacing Project: During fiscal year 2000 the Department completed a \$5,430,000 project to resurface 229,087 square yards of apron area on the south side of Palm Beach International Airport. The south side of PBIA is the location for Fixed Base Operators that house and service general aviation aircraft including Cessnas, Learjets, helicopters, and others.

The importance of general aviation to the area is often underrated. A recent economic impact study of the Airport System showed that general aviation produced over \$75 million a year in direct economic impact and over \$136 million in total economic impact.

Funding for this project consisted of \$4,500,000 in Passenger Facility charges with the remaining \$930,000 from state grant funding.

Definition of Program and Services

To provide for projects and services which reduce the impact of aircraft noise on neighborhoods.

Program Objectives for FY 2001

1. Minimize the noise impacts on surrounding neighbors.
2. Maintain the usage of stage 3 aircraft at a minimum of 100% for CY 2001.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Percentage of Stage 3 Aircraft*	98%	+11%	n/a	100%	100%
* Measured in January					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,753,860	\$2,528,726	\$1,401,000	\$6,100,600
User Fees/Charges	231,027	200,000	200,000	200,000
Other	120,244	1,744,686	3,314,687	1,484,842
Interfund Transfers	2,393,994	3,689,848	6,174,616	1,835,548
TOTAL	\$4,499,125	\$8,163,260	\$11,090,303	\$9,620,990
APPROPRIATIONS				
Capital Outlay	\$5,083,051	\$7,097,174	\$9,740,461	\$9,122,103
Reserves	-	1,066,086	-	498,887
TOTAL	\$5,083,051	\$8,163,260	\$9,740,461	\$9,620,990
STAFFING				
Positions	-	-	-	-
Full Time Equivalents (FTEs)	-	-	-	-

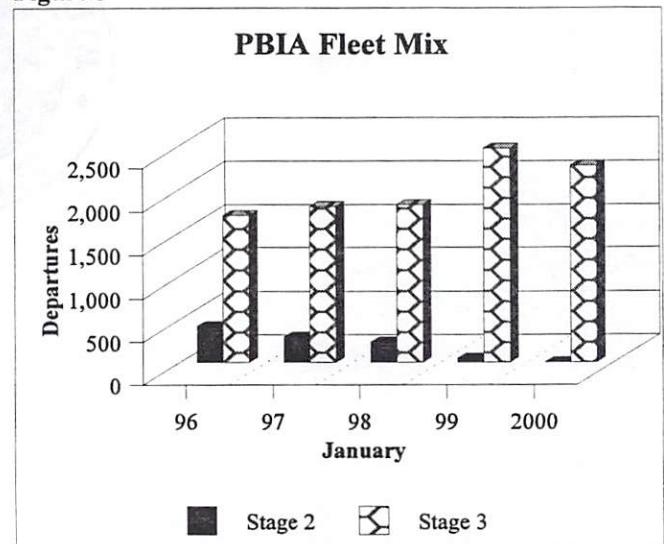
Summary of Key Funding/Service Issues

Environmental Operating Fees: The Department of Airports has had a stringent noise abatement policy for many years governing the aircraft type and operations. Part of the policy is an environmental operating fee that assesses aircraft owners based on what type of aircraft and when the aircraft took off/landed.

Effective January 2000, the Federal Aviation Administration placed a ban on all stage 2 aircraft operations nationwide. This regulation will strengthen the noise abatement policy, thereby making aircraft noise a little less of a headache for the surrounding neighbors.

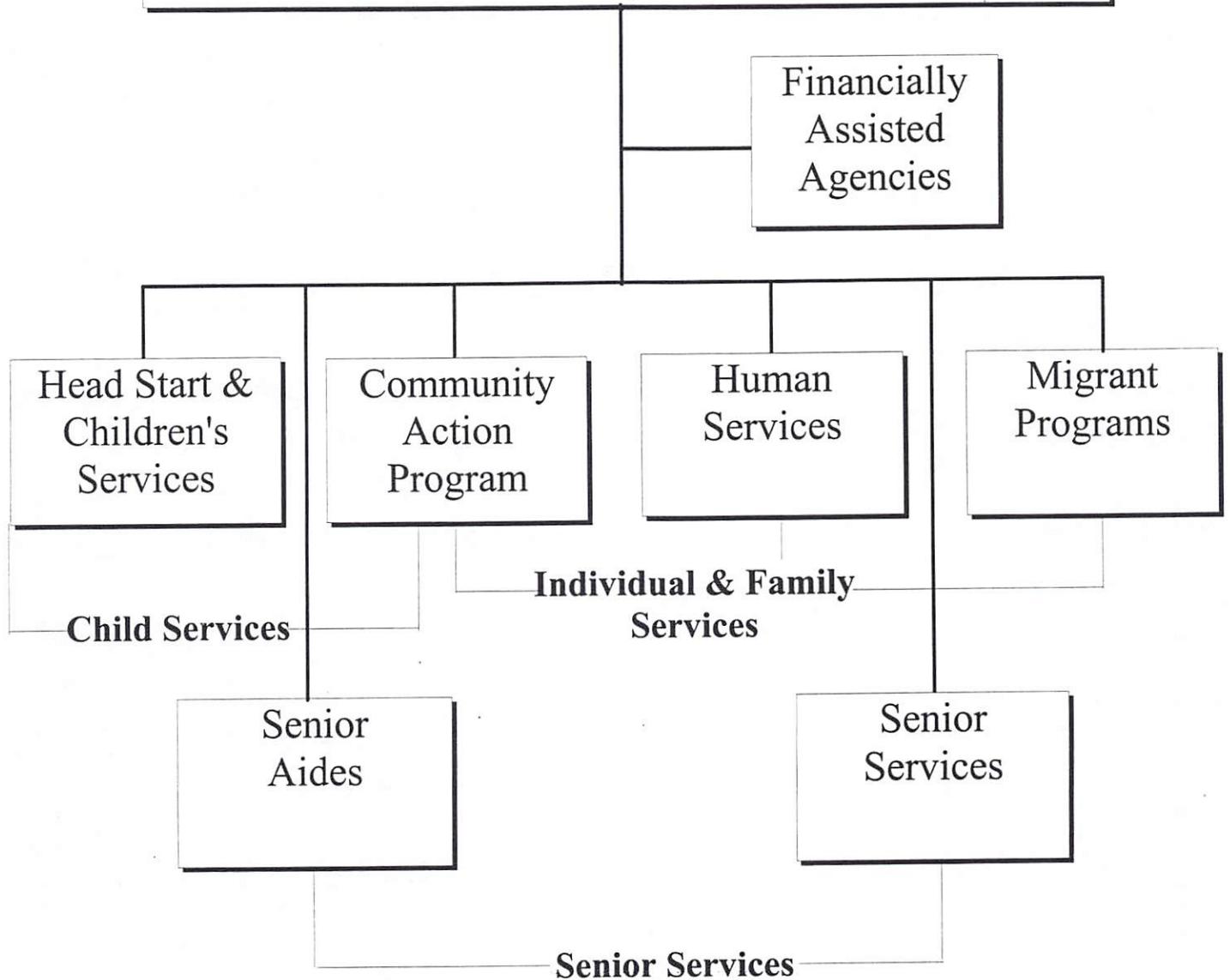
Because of the policies, the fleet mix has significantly improved in terms of noisy aircraft. **Figure 3** shows how the noisier Stage 2 aircraft operations have declined, replaced by modern quieter Stage 3 aircraft.

Figure 3





Community Services



426 Positions

Community Services

Community
Services
Department



Mission

To enhance and improve the health, welfare, and quality of life in Palm Beach County by investing in the potentials of families and individuals in need.

Summary of Services/Facilities

The Department of Community Services provides administrative supervision for programs that provide services to Palm Beach County residents in need. In pursuit of the mission, the Department provides an array of services. Migrant workers are provided with the necessary skills to find employment year-round. Emergency Shelter and Homeless Prevention services as well as self-sufficiency services are provided to individuals and families. Senior citizens receive vital services, such as personal care, congregate meals, home-delivered meals, and transportation. Preschoolers develop their learning abilities, while children requiring special care receive appropriate therapies. Veterans and their widows or dependents receive assistance in securing compensation, pensions, and on-the-job

training. Part-time employment is obtained for qualified men and women aged fifty-five years or older. Case management is provided as a key service to assist residents in achieving and maintaining independent living. The full spectrum of social services is provided at the neighborhood level. The Department is also responsible for monitoring and administering funding awarded to financially assisted agencies.

Clients are able to access direct services at more than seventeen locations with sites in north, south, central, and western Palm Beach County. Additionally, home services are provided when there is a need.

Trends and Issues

New Facility Capital Improvements: The Riviera Beach complex, located at 1440 Martin Luther King Boulevard, was dedicated in September 2000. Lake Worth Head Start has two additional classrooms that were completed and ready for operation this summer. Plans are underway to construct a new site for the South Bay center. The modules from the temporary Riviera Beach site will be used to house the South Bay program until the new facility is complete. Two additional classrooms have been added to the Jupiter Head Start center at 1615 Indiantown Road in Jupiter. This will allow the program to accommodate an additional 32 children for a total of 64 at that center. Steps are in process for the operation of a Head Start center on the property of Wynnebrook Elementary located at 1167 Drexel Road in West Palm Beach. The center is expected to begin serving 17 new children by

January 2000.

Welfare Reform and Block Grants: Federal funds for the Head Start program have increased significantly. New funding has provided the opportunity to contract with private day care centers to offer Head Start services to additional eligible children. The privatization of the local Workforce Development activity has provided the Division of Human Services the opportunity to provide case management for welfare reform clients. Family Connections, a Mentoring program jointly developed between a local urban ministry and the Division of Human Services, is a partnership which brings excellent wrap-around support for Division clients involved in economic stability and self-sufficiency plans.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$20,688,723	\$24,459,828	\$26,453,658	\$31,491,631
User Fees/Charges	814,218	668,000	463,683	583,897
Other	374,853	298,066	355,119	306,202
Interfund Transfers	5,967,955	8,332,371	7,836,232	9,408,096
TOTAL	\$27,845,749	\$33,758,265	\$35,108,692	\$41,789,826
APPROPRIATIONS				
Personal Services	\$13,922,747	\$16,147,762	\$14,809,231	\$17,161,673
Operating Expenses	9,606,005	11,443,150	11,838,278	13,799,542
Capital Outlay	276,344	202,258	199,523	92,014
Grants and Aids	8,906,974	10,771,837	13,145,474	15,887,529
Reserves	-	229,376	-	32,204
Transfers	-	358,412	349,588	412,173
TOTAL	\$32,712,070	\$39,152,795	\$40,342,094	\$47,385,135
STAFFING				
Positions	441	443	424	426
Full Time Equivalents (FTEs)	420.50	422.00	411.63	411.63

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Ad valorem expenditures per capita	\$11.95	n/a	n/a	\$12.86	\$13.80
Ad valorem support as a percent of gross budget	32.9%	n/a	n/a	35.1%	31.7%

Automation: Human Services and the Division of Senior Services (DOSS) software packages have been completed and the possible marketing of these packages to other counties is being discussed. The

Ryan White Care Act module is also complete. Senior AIDES, Community Action Program (CAP), and Head Start are modules still to be developed.

Definition of Program and Services

To provide comprehensive child and family development services for the economically disadvantaged and those with special needs. Primary services include:

- ◆ health services including medical, dental, immunizations, mental health, vision, hearing, developmental assessments, treatments, and therapies;
- ◆ nutrition services including a supplemental program providing ½ to ¾ of the USDA requirements, to include assessment of nutritional status, developing year-round counseling, and special diets;
- ◆ social services assisting the economically disadvantaged to improve the quality of their family lives;
- ◆ training and technical assistance for staff, parents, and volunteers;
- ◆ individualized early childhood education responsive to the needs of diverse ethnic and cultural groups; and
- ◆ full summer day camp tuition for children of families with incomes below 125% of Federal Poverty Guidelines.

Program Objectives for FY 2001

1. Provide all identified health services needed to at least 98% of total enrollment by the end of the program year.
2. Achieve at least 15% of total Head Start enrollment as children with disabilities (minimum required - 10%).
3. Increase the number of meals (breakfast, lunch, snack) served by 15%.
4. Increase the number of centers with National Association for the Education of Young Children (NAEYC) accreditation to 24 (95%), including full start and delegate centers.
5. Maintain private support for camp scholarships at 89% of funding requirements.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Head Start enrollment:					
children receiving health services	2,070	n/a	n/a	1,583	1,743
children with disabilities	176	n/a	n/a	234	256
Meals (Head Start)	397,454	n/a	n/a	409,184	445,754
NAEYC accreditation	16	n/a	n/a	22	24
Camp Scholarships:					
children awarded	1,250	n/a	n/a	1,250	1,250
private donations as % of award	89%	n/a	n/a	89%	89%

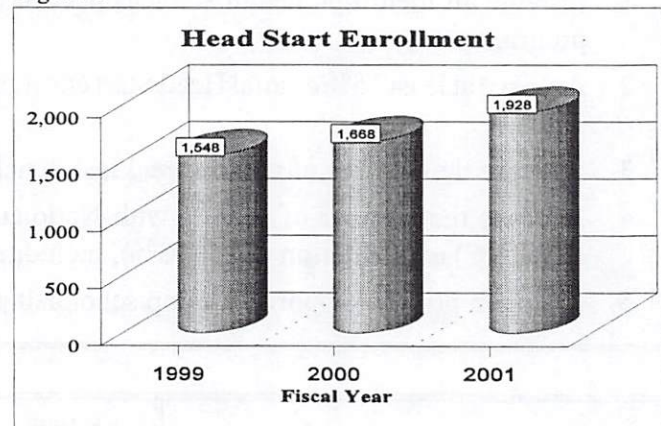
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$7,675,578	\$9,095,325	\$9,215,280	\$10,299,326
Other	152,284	155,179	140,810	163,357
Interfund Transfers	3,352,387	3,796,807	4,108,674	4,631,627
TOTAL	\$11,180,249	\$13,047,311	\$13,464,764	\$15,094,310
APPROPRIATIONS				
Personal Services	\$6,301,400	\$7,717,751	\$7,718,470	\$8,882,928
Operating Expenses	5,155,160	5,706,911	6,314,936	6,851,936
Capital Outlay	215,916	147,260	133,525	-
Grants and Aids	4,560	-	-	130,315
Reserves	-	229,376	-	-
TOTAL	\$11,677,036	\$13,801,298	\$14,166,931	\$15,865,179
STAFFING				
Full Time Equivalents (FTEs)	221.50	223.00	223.00	243.54

Summary of Key Funding/Service Issues

Head Start Enrollment Expected to Increase:

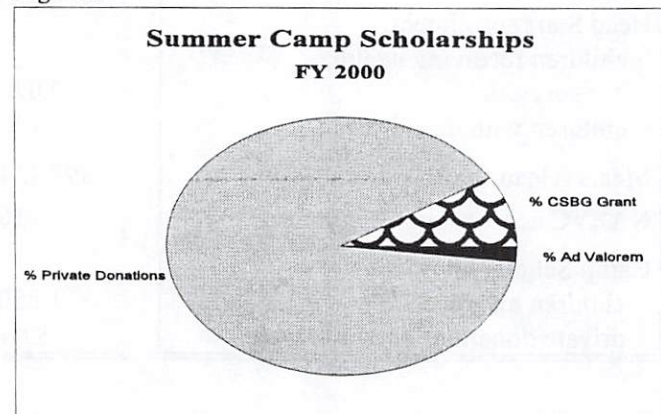
Figure 1 indicates a projected enrollment increase of slots in FY 2001. Head Start funded enrollment increased from 1,548 to 1,668 from FY 1999 to FY 2000. This increase includes 60 pregnant women, infants, and toddlers. Federal expansion dollars have become available for FY 2001 for both Early Head Start (EHS) and pre-school Head Start. It could result in an estimated increased enrollment of 260 3-5 year olds (100 EHS & 160 pre-school Head Start).

Figure 1



Private Support Enables Kids to Receive Summer Camp Scholarships: Maintaining private support and in-kind donations enables the program to serve more children than federal grant funds will provide. As **Figure 2** illustrates, private donations for FY 2000 accounted for 89% of total program funds. Maintaining the existing level of private support for the camp scholarship program will enable the program to continue to serve 1,250 children.

Figure 2



Definition of Program and Services

To provide individuals and families with a variety of services that assist in maintaining basic living needs, improving quality of life, and achieving economic independence. Primary services include:

- ◆ outreach services to neighborhoods and communities to provide information about service access;
- ◆ education services to assist in achieving a General Equivalency Diploma (GED), Adult Basic Education (ABE) labs, English for Speakers of Other Languages (ESOL) labs, and Consumer Education;
- ◆ services to provide emergency shelter placement, payment of delinquent rent/mortgage or utility bills, issuance of food vouchers, and transportation assistance;
- ◆ job training;
- ◆ case management encompassing assessment, service planning, counseling, and advocacy support for goal realization;
- ◆ administer and monitor grant compliance for Ryan White funding; and
- ◆ supportive housing.

Program Objectives for FY 2001

1. Enroll 160 farm workers/dependents in education and job training programs to prepare for employment; place 65% of those completing program in unsubsidized employment.
2. Prevent homelessness by the provision of emergency services to 7,500 households.
3. Successful completion of 1,500 Emergency Service Plans and 120 Economic Stability/Self-Sufficiency Plans.
4. Provide case management to veterans and dependents in securing VA benefits, services, and privileges.
5. Generate \$2 million in award benefits for veterans/dependants.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Education/training enrollment/migrant	182	n/a	n/a	149	160
Emergency services to households	115,613	n/a	n/a	40,500	7,500
Plans completed:					
Emergency service	n/a	n/a	n/a	n/a	1,500
Economic Stability/Self-Sufficiency	n/a	n/a	n/a	n/a	120
Veterans/dependents served	8,363	n/a	n/a	8,942	8,145
Veteran award benefits generated	n/a	n/a	n/a	\$3,000,000	\$2,000,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$9,599,099	\$11,708,671	\$13,872,603	\$17,404,531
User Fees/Charges	90,987	43,000	31,382	33,000
Other	40,714	-	14,132	-
Interfund Transfers	555,120	699,068	621,822	942,219
TOTAL	\$10,285,920	\$12,450,739	\$14,539,939	\$18,379,750
APPROPRIATIONS				
Personal Services	\$3,896,949	\$4,419,100	\$3,879,643	\$4,417,416
Operating Expenses	1,404,415	1,460,228	1,599,505	2,508,542
Capital Outlay	31,746	16,000	27,000	55,200
Grants and Aids	8,902,414	10,771,837	13,145,474	15,757,214
Reserves	-	-	-	32,204
TOTAL	\$14,235,524	\$16,667,165	\$18,651,622	\$22,770,576
STAFFING				
Full Time Equivalents (FTEs)	108.75	108.75	108.75	96.75

Summary of Key Funding/Service Issues

Status on Welfare Reform Implementation:

Recent data regarding WAGES, the Florida "Work First" welfare reform initiative, reveal significant recidivism of those who left welfare benefits for employment. Multiple barriers prevented sustained economic self-sufficiency and have prompted proposed revisions to the Florida Statutes adding pre-vocation/intervention and education/training services. The Division of Human Services plans to pursue federal/state funds that may be allocated to address these needs.

Status on Homeless Continuum of Care: HUD awarded \$1.9 million for homeless programs in 1998, but the Division of Human Services application was not funded. Therefore, 1999's proposed expansion of the Homeless Outreach Team was only partially realized. Renewed efforts in applying for the 1999 HUD announcement of funding availability will enable continuation of the Division's current HUD Project, as well as

expansion of related Support Services. The award, if received, will fund continued services in FY 2000, as well as FY 2001.

Program Objective Measurement Changes: The Division of Human Services has a new database effective October 1998. One of the changes the new database offers is the ability to document unduplicated client outcome measures. Previously, this was not possible. The old database counted data regarding services, people served and contacts all together in a duplicative manner. The new database counts outcomes per person served and the performance indicator "Emergency Services to Households" has been changed to reflect this new way of collecting and reporting data. The new database system will better capture the kind of outcome data necessary to analyze efficiency/effectiveness measures for the Division and its staff.

Definition of Program and Services

To provide a range of services to achieve and maintain independence and improve the quality of life for seniors. Primary services include:

- ◆ training of senior aides program enrollees for placement into unsubsidized employment; assistance to job seeking, non enrolled seniors through employment placement activities;
- ◆ recreational and educational activities at senior centers;
- ◆ nutritional meals in congregate settings or home delivered;
- ◆ in-home health and independent living assistance; and
- ◆ case management for seniors who need assistance with daily living activities.

Program Objectives for FY 2001

1. Place 24 Senior Aides in unsubsidized employment and 300 non enrolled seniors in job seeking activities.
2. Address the nutritional needs of 2,000 seniors through the provision of congregate and home delivered meals.
3. Provide case management and vital health maintenance services to 1,500 frail seniors and their caregivers.
4. Target in-home services so that 70% of clients receiving these services are age 75 or older.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Senior Aides:					
assisted in job training	166	n/a	n/a	123	102
placed in unsubsidized jobs	38	n/a	n/a	26	24
Senior employment applicants assisted in job placement	217	n/a	n/a	200	300
% of clients age 75+ served in-home	71%	n/a	n/a	75%	70%
Hours of case management	23,855	n/a	n/a	37,475	19,000
Meals provided	1,037,262	n/a	n/a	743,477	780,000
Hours of in-home services	218,102	n/a	n/a	210,011	290,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$3,414,046	\$3,655,832	\$3,365,775	\$3,787,774
User Fees/Charges	723,231	625,000	432,301	550,897
Other	181,855	142,887	200,177	142,845
Interfund Transfers	2,060,448	3,836,496	3,105,736	3,834,250
TOTAL	\$6,379,580	\$8,260,215	\$7,103,989	\$8,315,766
APPROPRIATIONS				
Personal Services	\$3,724,398	\$4,010,911	\$3,211,118	\$3,861,329
Operating Expenses	3,046,430	4,276,011	3,923,837	4,439,064
Capital Outlay	28,682	38,998	38,998	36,814
Transfers	-	358,412	349,588	412,173
TOTAL	\$6,799,510	\$8,684,332	\$7,523,541	\$8,749,380
STAFFING				
Full Time Equivalents (FTEs)	84.25	84.25	84.25	71.34

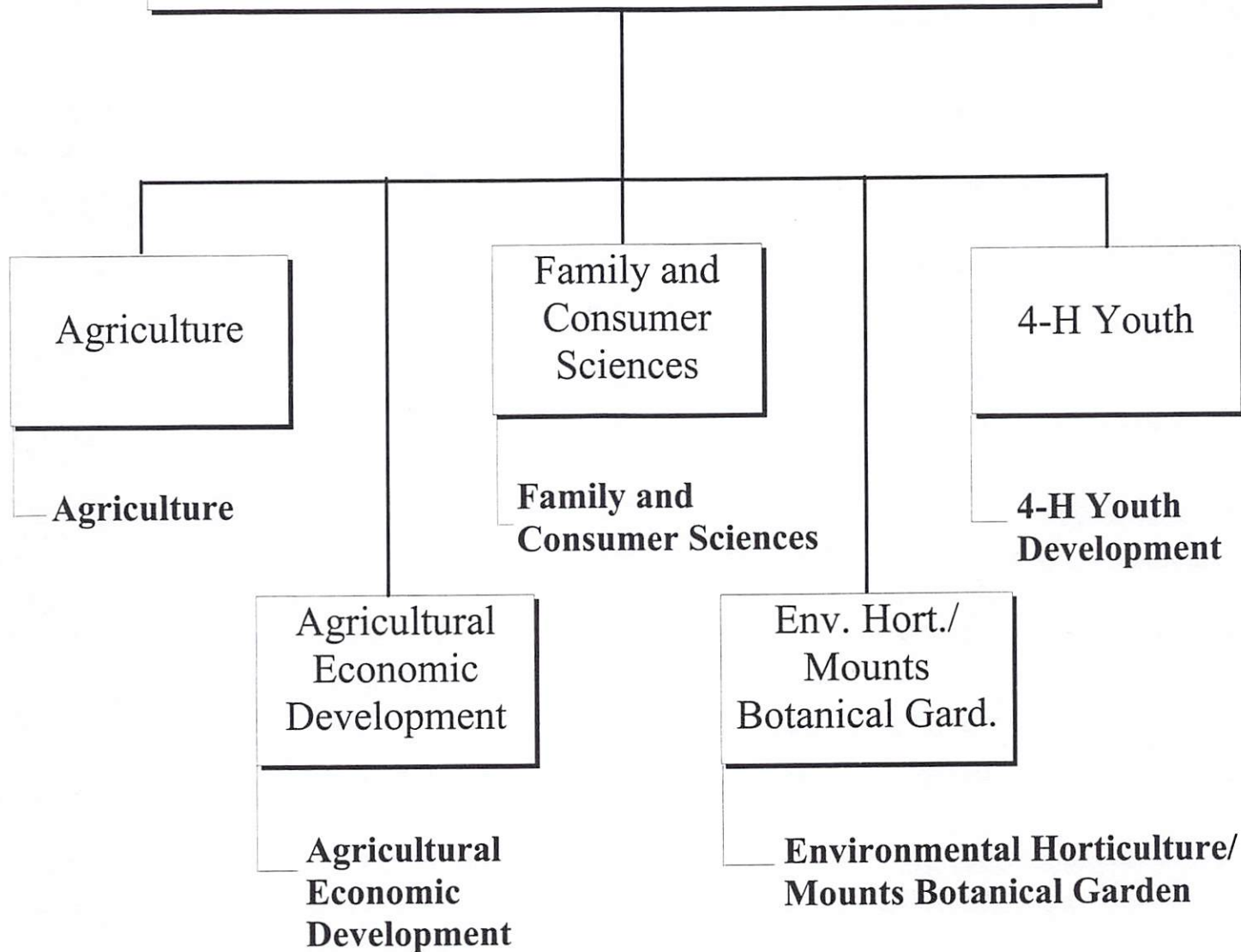
Summary of Key Funding/Service Issues

Assistance for Senior Citizens at Risk of Nursing Home Placement: There is a continued increase in the number of older residents of Palm Beach County, and the largest growth segment of older persons is those who are 85 years of age or older. This population will increase by 5% in the year 2001. If services can be provided to these persons in their own homes, the risk of nursing home placement can be avoided or delayed. It is the goal of the Department to continue to utilize grant funding to serve these older vulnerable residents of Palm Beach County.

Senior Training and Employment: With the low unemployment rate and medical advancements, people are living longer. To help meet high labor market demands and the needs of the older

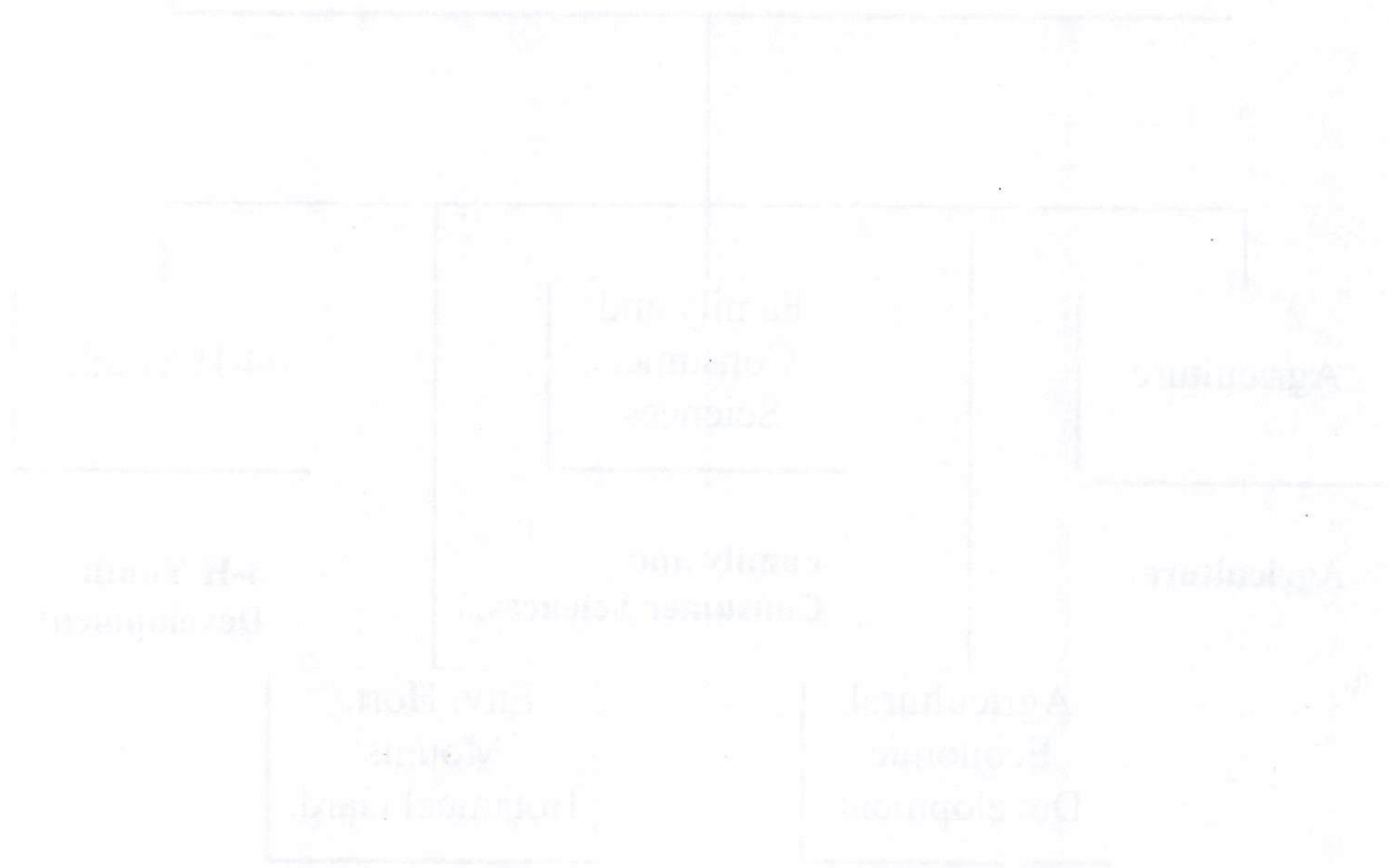
population, two sectors have joined to help bridge this gap. The National Senior Citizens Educational & Research Center (NSCER) and Palm Beach County sponsor the Senior AIDES/Senior Employment Program. The Senior AIDES Program helps men and women 55 years of age and older who have limited income to revitalize their job skills while supporting local non-profit and governmental agencies. Eligible participants earn minimum wage while getting the training needed to make the transition to full or part-time jobs outside of the program. Each year 25% of the enrolled participants move to employment in the private or public sector. The mission of the Senior AIDES Program is to enable older persons to achieve gainful employment and personal development through community service and training.

County Cooperative Extension Service



39 Positions

County Cooperative Extension Service



Administrative Services
Community Relations

Recruitment and Training
Student Services
Volunteer Services

Mission

To deliver research based knowledge developed by the University of Florida in agriculture, human, and natural resources to agencies, organizations, and individuals to sustain and enhance the quality and economic aspects of human life.

Summary of Services/Facilities

The Cooperative Extension Service, in partnership with the University of Florida and the Board of County Commissioners, provides the conduit for delivering education and information to County residents in a unique nonduplicative manner.

The University of Florida serves as an up-to-date scientific research source. Access to the University provided by the Cooperative Extension Service resulted in clientele benefits through 532,573 direct contacts in FY 1999 and wide dissemination of information through the media. A diverse clientele from youth to senior adults was reached.

Individuals are served through classes, outreach into the community, and contact. Others are served through group instruction, demonstration projects, publications, computer programs, and the media. Services include individual consultations, group problem solving, and solution applications.

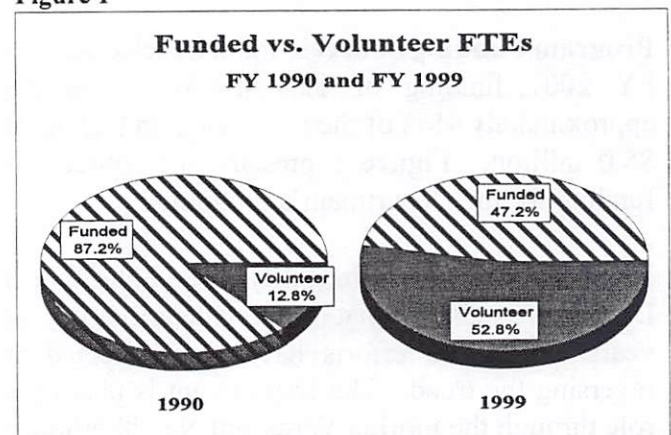
Access to these services is provided at West Palm Beach, Belle Glade, and Delray Beach sites. Delivery of services is through professional, support and volunteer staff.

Trends and Issues

Staffing Needs: In 1999, the Extension Overall Advisory Committee adopted the goal of having one Extension Agent per 50,000 population and one program assistant per program area as minimum staffing guidelines. Family, environmental, and economic issues have become items of major importance to the general population served. Program resources have been redirected to provide solutions to the identified problems associated with these issues. The research and databases to address these issues are generally available, but the demand outpaces available human resources. Prioritization of these issues and allocation of resources are done through the input of established advisory committees. Volunteer utilization has increased program delivery since 1990 as shown in **Figure 1**.

Agricultural Economic Development: The County Commissioners have identified a need to provide assistance to stabilize, enhance, and

Figure 1



diversify this \$2 billion County industry. The focus for 2001 will be on the Ag Reserve and the recommended programs to assist agriculture there to remain viable. It would be ideal to provide ongoing assistance through permanent staff rather than the uncertainty of annual funding through a supplemental budget request.

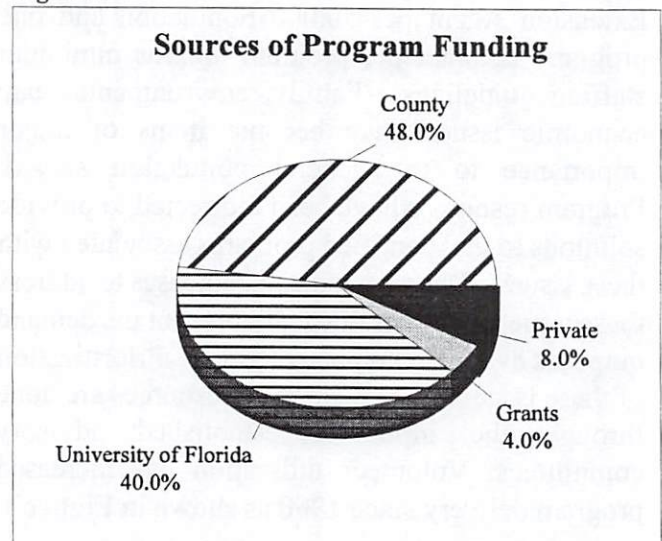
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$12,753	\$23,427	\$12,532	\$21,500
Other	56,695	72,328	65,509	68,759
TOTAL	\$69,448	\$95,755	\$78,041	\$90,259
APPROPRIATIONS				
Personal Services	\$1,377,381	\$1,570,191	\$1,450,661	\$1,643,114
Operating Expenses	398,505	611,557	529,900	671,816
Capital Outlay	27,715	58,140	54,869	-
Grants and Aids	70,296	69,700	69,700	69,700
TOTAL	\$1,873,897	\$2,309,588	\$2,105,130	\$2,384,630
STAFFING				
Positions	39	40	39	39
Full Time Equivalents (FTEs)	38.50	39.50	39.00	39.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Educational experiences/consultations	17,605	+4%	n/a	16,500	17,100
Contacts	532,753	+24%	n/a	500,000	540,000
Volunteer hours coordinated	72,389	+45%	n/a	75,000	76,000
Educational programs provided	4,033	+13%	n/a	3,500	4,000

Program Funding Sources: Palm Beach County's FY 2001 funding of \$2.4 million represents approximately 48% of the total program budget of \$5.0 million. **Figure 2** presents the sources of funding for the Department's programs.

Environmental Sustainability: The Lake Worth Lagoon is a resource that has been deteriorating for years, but recent efforts have been directed at reversing the trend. The Department is playing a role through the Florida Yards and Neighborhoods Program to train persons on how to minimize the impact of landscape management practices on the estuary in the lagoon. The effort is becoming more comprehensive and intensive.

Figure 2



Significant Changes From Prior Year**Family Nutrition and Financial Management:**

The Family and Consumer Science Program received \$180,000 in grant funds from the USDA to educate food stamp recipients in nutrition and resource management to maximize the use of food stamps. There are presently 37,492 food stamp recipients in the County and many more that are eligible. This is a collaborative effort with other community organizations. The money comes directly from the University of Florida and funds four positions. These positions are funded at the state level and are not included in the County complement.

Agricultural Reserve Master Plan: During the last 18 months, staff has been heavily involved in developing a master plan that will achieve the goals set by the Board of County Commissioners as defined in the bond program approved by voters in March 1999. The agricultural component has been directed at maintaining as much of the agriculture as

possible while working to create a program to purchase lands from willing sellers. The master plan was accepted by the Commissioners in May 2000. Based on that, it is necessary to plan for the implementation of the recommendations in the plan.

Agriculture: The new Agricultural and Natural Resources Policy Education Extension Agent will be developing educational programming focusing on major issues in agriculture and natural resources. This is a joint effort by the County and the University of Florida.

4-H Youth Development: Based on the need for additional youth programming in the County, the University of Florida provided \$17,293 to match the County to hire an additional Extension Agent. Expanded programming will be delivered throughout the County, including the Belle Glade, South Bay, and Pahokee areas.

Definition of Program and Services

To provide timely, accurate, and useful research-based information to the agricultural business industry regardless of size, ethnicity, or type of crop grown. Primary services include:

- ◆ provide crop production and agricultural safety information to clientele via educational programs, telephone, FAX, office visits, field consultations, and newsletters;
- ◆ provide diagnostic and remedial recommendations for agricultural and horticultural problems;
- ◆ provide growers solutions for identified problems utilizing seminars, workshops, and field days;
- ◆ maintain economic databases on crop production for use by clientele;
- ◆ teach pesticide and worker protection safety for 18 categories of pesticide applicators;
- ◆ function as the interface between the University of Florida and the clientele for the smooth transfer of current and updated information;
- ◆ provide marketing of local agricultural products by providing technical assistance to the Agricultural Economic Development Program; and
- ◆ provide a forum for new and environmentally sensitive production practices.

Program Objectives for FY 2001

1. Increase the number of licensed pesticide applicators utilizing Continuing Education Units (CEUs) in lieu of retesting to renew licenses by 10%.
2. Increase the number of growers applying fertilizer Best Management Practices (BMP) by 5%.
3. Increase participation in demonstration trials and field days by agribusiness representatives by 5%.
4. Initiate, evaluate, and modify as necessary the Earth Project to meet program goals.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% increase in growers applying BMPs	5%	n/a	n/a	5%	5%
% increase of growers adopting a new cultural practice	14%	n/a	n/a	15%	10%
Agricultural workers receiving safety training	1,783	n/a	n/a	1,450	1,521

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$323,733	\$354,114	\$339,478	\$374,351
Operating Expenses	63,979	74,281	69,771	79,661
Capital Outlay	-	2,500	2,370	-
Grants and Aids	70,296	69,700	69,700	69,700
TOTAL	\$458,008	\$500,595	\$481,319	\$523,712
STAFFING				
Positions	9	9	9	9
Full Time Equivalents (FTEs)	9.00	9.00	9.00	9.00

Summary of Key Funding/Service Issues

Land Use: Land is being taken out of production in the coastal area due to development. In the Everglades Agricultural Area (EAA), 40,000 acres are being lost due to storm water treatment areas being developed. In the Ag Reserve, some acreage will be lost to development. The production per acre will continue to increase due to improved technology. However, it will take some time before production will be recovered due to the loss of land and probably will never be fully regained. Between 1998 and 1999, 0.7% of the agricultural acres were lost, as they decreased from 540,503 to 536,659. The master plan for the Ag reserve will contain many recommendations to bring diversity and additional options including a beginning farmer program if approved by the Board of County Commissioners. Additional money is being requested in the Agricultural Economic Development Program to implement these recommendations.

Regulatory Issues: The regulatory environment surrounding the Everglades Agricultural Area is constantly changing. This environmentally sensitive area, and the farmers who farm its land, are under intense scrutiny. These farmers are highly regulated by many levels of government. They must provide chemical lists to local fire departments

to comply with the Hazard Communication standard and pesticide safety training verification to the Environmental Protection Agency to comply with the Worker Protection Standard. There are many other agencies and regulations. These regulations change on a yearly, sometimes monthly, basis. Ongoing efforts are being conducted to assist agriculturalists in coping with this regulatory environment. The Department's completed web site, AgRegs.com is assisting the agricultural industry in dealing with regulations.

Agricultural and Natural Resources Policy Education: This program started in 1999 and is a joint state/County effort with the state sharing in the salary and position support. A part of it, under the title of The Earth Project, is designed to train and educate persons that are presently or will be working in Palm Beach County in many areas including environment, water, and agriculture. With nearly 70 instructors and 20 partners, it can potentially become the number one project for such efforts in the state. Grant dollars are being sought to get it off the ground and moving it toward being self supportive. There may need to be additional departmental resources budgeted to insure its success.

Definition of Program and Services

To increase the economic viability of Palm Beach County's agricultural and equine industries and promote job creation and growth through interdisciplinary activities. Primary services include:

- ◆ increase the agricultural uses of land and other resources;
- ◆ develop and maintain producer directories;
- ◆ identify and develop new markets and products;
- ◆ develop identification and marketing programs for Palm Beach County products; and
- ◆ promote research on agricultural products.

Program Objectives for FY 2001

1. Recruit 1 established value-added entity to relocate or set up operations in Palm Beach County.
2. Provide assistance to 10 producers in identifying and developing the best markets for their products.
3. Provide general business assistance to 50 producers.
4. Research agricultural economic possibilities from the Lake Okeechobee Scenic Trail Project.
5. Provide administrative staff assistance in achieving the agricultural goals of the Master Plan for the Agricultural Reserve Area.
6. Implement 70% of the "get fresh" promotional campaign.
7. Assist the Palm Beach County Equestrian Commission, Inc. and the Palm Beach Horse Industry Council in developing economic equestrian opportunities.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Product development assistance projects	6	n/a	n/a	8	8
Product marketing assistance projects	59	n/a	n/a	15	10
General business assistance projects	26	n/a	n/a	20	50

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$92,970	\$94,921	\$92,653	\$99,299
Operating Expenses	102,064	125,860	76,608	184,575
Capital Outlay	-	2,500	1,800	-
TOTAL	\$195,034	\$223,281	\$171,061	\$283,874
STAFFING				
Positions	2	2	2	2
Full Time Equivalent (FTEs)	2.00	2.00	2.00	2.00

Summary of Key Funding/Service Issues

Federal Programs: Pressure to reduce or eliminate federal support programs will continue to influence capital expenditures and future crop selection.

Trade: New, proposed, and in-place open trade legislation will continue to play a vital role in Agriculture. Continuous and increasing trade imbalance issues relating to locally produced agricultural products should be addressed. Support for export information and potential markets should continue.

Labor Issues: Agriculture and farm labor interests have concerns with future labor availability, workers' compensation, safety, and housing. The impact of technology and mechanization also need to be addressed.

Increased Industrialization: All growers are seeking greater efficiency and lower risks in

providing the products requested by consumers. An awareness of and openness to special contracts, joint ventures, new credit arrangements, and other innovative processes to business must be maintained.

Information System: The rapidly expanding quantity and quality of information dramatically improves decision making. The completion of Palm Beach County's AgRegs.com web site is assisting in applying this technology to address regulatory issues and compliance. The guidance of this technology to information on available markets, regulations, and governmental issues is of major importance.

Environmental Concern: Citizens' and special interest groups' demands for environmental quality are making these issues a greater management concern for growers, processors, retailers, and all others involved in the food supply chain.

Definition of Program and Services

To provide citizens with access to research-based educational opportunities in cooperation with the University of Florida on a variety of subjects and available formats for learning, to empower the citizenry with knowledge to enhance self-sufficiency, thereby strengthening the family unit, the economy, and the larger community. Based on a citizen assessment of critical concerns, major program emphasis includes the following:

- ◆ wellness: food, nutrition, and health;
- ◆ housing: education for first time home buyers;
- ◆ family empowerment: building human potential within a supportive family unit; and
- ◆ family economic stability: creating greater self sufficiency.

Program Objectives for FY 2001

1. Increase number of programs offered by 2%.
2. Maintain program participation.
3. Improve nutrition practices of 70% of program participants.
4. Improve financial management skills of 78% of program participants.
5. Increase by 2% the number of businesses assisted through participation in educational programs.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Programs offered	804	n/a	n/a	804	820
Program participation	96,298	n/a	n/a	96,928	98,867
Percent reporting improved nutrition	70%	n/a	n/a	70%	70%
Percent reporting improved \$ mgmt.	78%	n/a	n/a	78%	78%
Businesses assisted	159	n/a	n/a	162	165

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$12,753	\$23,427	\$12,532	\$21,500
Other	766	500	500	500
TOTAL	\$13,519	\$23,927	\$13,032	\$22,000
APPROPRIATIONS				
Personal Services	\$408,596	\$463,359	\$438,032	\$507,460
Operating Expenses	131,503	205,372	191,457	206,390
Capital Outlay	27,715	46,440	45,400	-
TOTAL	\$567,814	\$715,171	\$674,889	\$713,850
STAFFING				
Positions	10	10	9	9
Full Time Equivalents (FTEs)	9.50	9.50	9.00	9.00

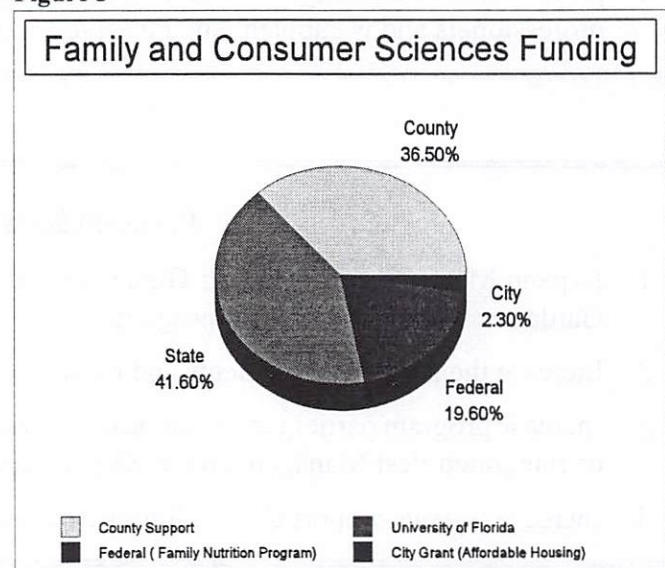
Summary of Key Funding/Service Issues

Educational Intervention: Family and Consumer Science programs provide educational intervention to assist families with strategies to gain greater self sufficiency, wiser use of economic resources, greater stability in family and personal relationships, better health, and improved lifestyle. The educational programs of Family and Consumer Sciences are reflected in the Health and Human services element of the Palm Beach County Comprehensive Plan.

Affordable Housing: West Palm Beach provides grant funding in the amount of \$21,427 to Family and Consumer Sciences for the educational initiative on affordable housing. Research indicates that limited income, first time home buyers participating in an educational program have a default rate of 3% compared to a default rate of 7% for moderate and upper income families.

Family Nutrition Program: Through a grant from the federal government (USDA) directly to the University of Florida, four positions are currently funded at the state level to educate food stamp recipients and those eligible to receive food stamps to improve nutrition and food resources.

Figure 3



Businesses Assisted: Businesses benefit from participation in Family and Consumer Science programs to enhance and expand their enterprise and maintain certification and licensure. These include, but are not limited to Child Care Facilities, Assisted Living Facilities, and Condominium Management firms.

Definition of Program and Services

To provide environmental horticulture and pest management training, expertise, and information to individuals, businesses, organizations, and agencies in Palm Beach.

The Mounts Botanical Garden complements the effort while enhancing tourist experiences. It is supported by a not-for-profit group, the Friends of the Mounts Botanical Garden, and has over 50,000 visitors annually. Primary services include:

- ◆ Florida Yards and Neighborhoods and Lake Worth Lagoon educational programs and other educational programs and information are presented through workshops, seminars, consultations, electronic and print media, and the Internet;
- ◆ volunteer programs include the Master Gardener Program, which trains 75 volunteers annually, and the Mounts Tour Guide Program, which annually trains volunteers to supplement educational efforts;
- ◆ train nursery production staff on how to reduce the use of pesticides through implementation of integrated pest management principles and practices; and
- ◆ professional Landscape Management course (15 weeks) educates commercial landscape professionals and is supplemented by five condominium field days and short-courses annually.

Program Objectives for FY 2001

1. Expand Master Gardener, Tour Guide, and other volunteer hours by 5% in the Mounts Botanical Garden and other educational programs.
2. Increase the number of residents and businesses served through educational programs by 5%.
3. Increase program participant adoption of at least two Environmental Landscape Management (ELM) or Integrated Pest Management (IPM) practices by 5%.
4. Increase private support of the Mounts Botanical Garden by 8%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Volunteer hours returned to Mounts Botanical Garden & educational program	13,931	n/a	n/a	18,874	14,221
Education contact hours	33,522	n/a	n/a	17,806	29,867
Residents and businesses served	90,111	n/a	n/a	150,150	110,870

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$52,929	\$71,828	\$65,009	\$68,259
TOTAL	\$52,929	\$71,828	\$65,009	\$68,259
APPROPRIATIONS				
Personal Services	\$480,291	\$551,084	\$501,275	\$545,449
Operating Expenses	71,734	165,182	154,509	160,504
Capital Outlay	-	4,200	3,499	-
TOTAL	\$552,025	\$720,466	\$659,283	\$705,953
STAFFING				
Positions	14	14	14	14
Full Time Equivalents (FTEs)	14.00	14.00	14.00	14.00

Summary of Key Funding/Service Issues

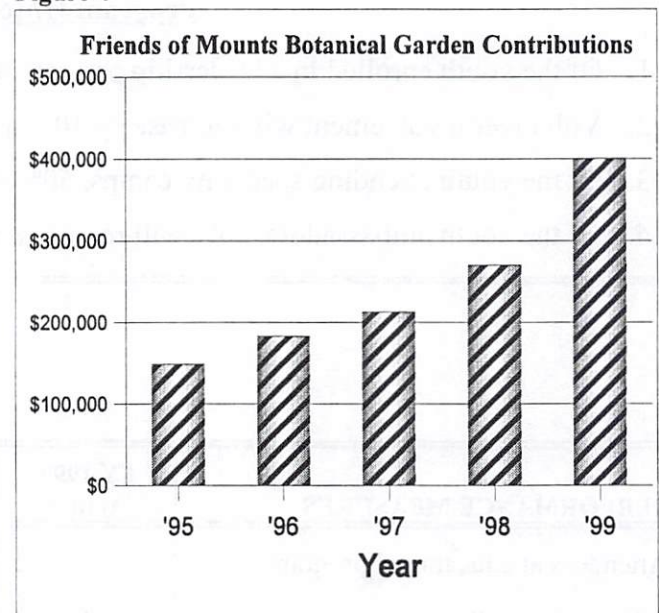
Master Gardener, Tour Guide, and Other Volunteer Services: Expansion of the Master Gardener and Tour Guide Training Programs will result in an increase of volunteer hours contributed to the Department and citizens of Palm Beach County. This should maintain the customer service at an acceptable level.

Educational Programs: Expansion of horticultural and pest management programs will result in an increase in the number of residents and businesses served.

Florida Yards and Neighborhoods: This program will be going full time to reduce landscape practices impacts on the estuary, primarily the Lake Worth Lagoon. A Program Assistant position would increase the intensity of the program and number of persons served.

Mounts Botanical Garden: The Friends of the Garden continue working to complete the agreement with the County to lease 100 acres. This second site

Figure 4



is in addition to the present site. They anticipate generating all development dollars from private sources. Their continued financial growth is seen in Figure 4.

Definition of Program and Services

To provide youth educational opportunities that encourage responsible decision making, prosocial skills, and participation in communities. The 4-H program encourages and supports adult volunteers so that they may serve as positive role models for youth. This is achieved through the following educational opportunities:

- ◆ adult volunteer recruitment and development;
- ◆ youth leadership development;
- ◆ coordination and cooperation with community organizations enhancing youth opportunities;
- ◆ provision of supplemental hands on curriculum to public and private schools for enhancement of youth life skills.

Program Objectives for FY 2001

1. Of the youth enrolled in a leadership project, 30% will be involved in a community service project.
2. Volunteer involvement will increase by 10% as a result of localized programming by agents.
3. Of the youth attending speciality camps, 50% will report learning two new skills.
4. Of the youth ambassadors, 20% will report being prepared to promote 4-H

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend (Avg)	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Attendees at educational programs	114,742	54,317	n/a	40,000	115,000
4-H youth enrollees	13,934	18,820	10,345	19,000	19,000
Volunteer hours	57,277	38,173	16,810	30,000	57,000
% youth in service projects	67%	n/a	n/a	5%	30%
% learning two new skills	20%	n/a	n/a	15%	50%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$71,791	\$106,713	\$79,223	\$116,555
Operating Expenses	29,225	40,862	37,555	40,686
Capital Outlay	-	\$2,500	\$1,800	-
TOTAL	\$101,016	\$150,075	\$118,578	\$157,241
STAFFING				
Positions	4	5	5	5
Full Time Equivalents (FTEs)	4.00	5.00	5.00	5.00

Summary of Key Funding/Service Issues

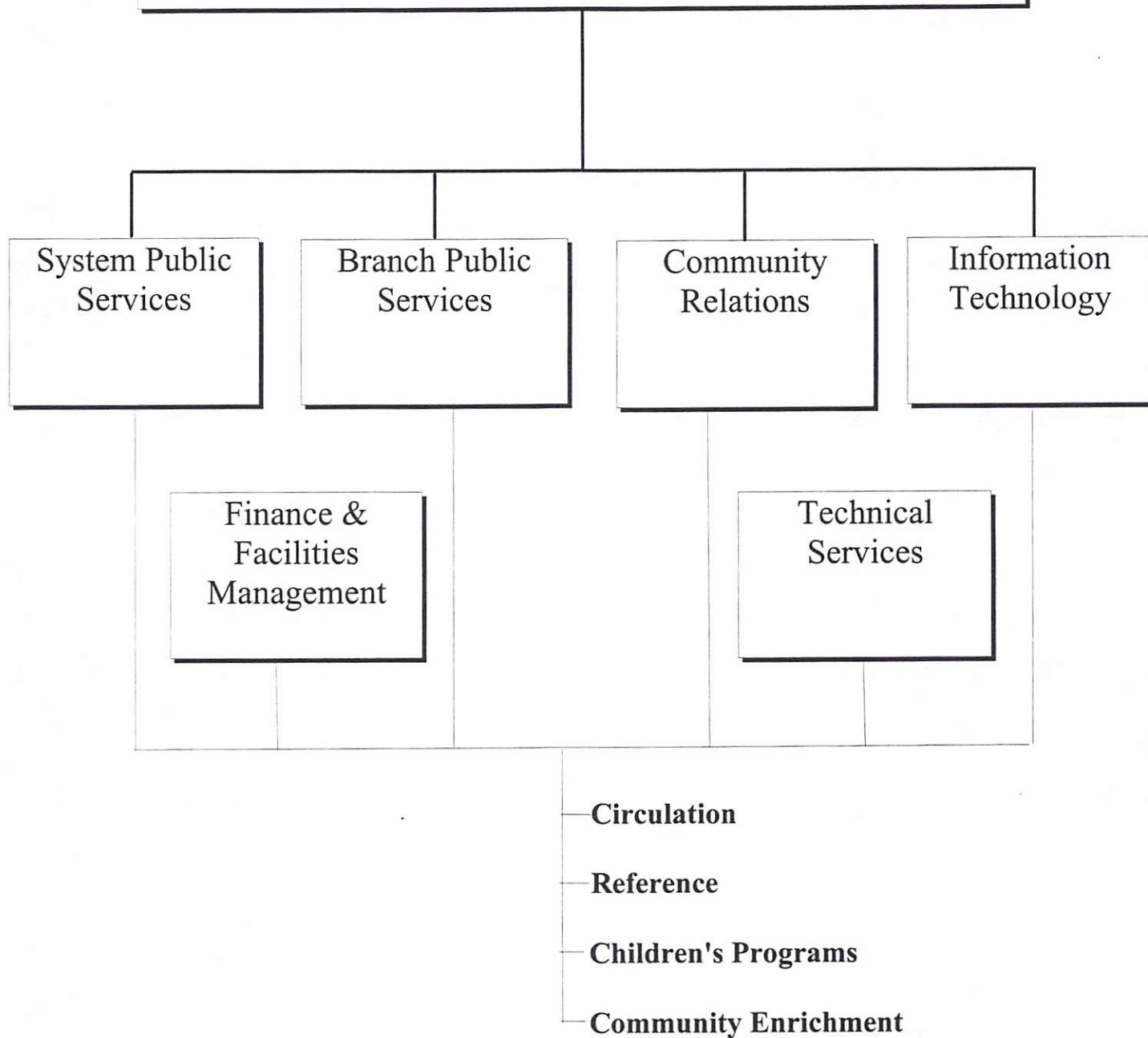
Increased Staff: Through the assistance of the University of Florida and Palm Beach County, the 4-H Youth Program is provided funding for one additional professional staff member. This staff addition brings the total 4-H staff to two paraprofessionals, one support staff, and three professional staff. One paraprofessional is paid through grant funding. This increase in staff size has increased the potential for programming to reach larger audiences.

The professional staff will be responsible for concentrating volunteer recruitment and education efforts in three localized County regions. This will increase the effectiveness of 4-H educational efforts and will increase public awareness of the 4-H and Extension Service programs.

U.S. Sugar Grant: The current funding received through the Florida 4-H Foundation by the U.S. Sugar Corporation to the Palm Beach County 4-H Program, has one year remaining. The funding has allowed the 4-H program to hire a paraprofessional to teach youth about agriculture and the environment in schools. This part time paraprofessional teaches approximately 800 youth each year. These educational programs have given the 4-H program increased visibility with teachers in addition to providing youth with high quality educational opportunities. In addition to this grant, U.S. Sugar has provided an additional gift of \$15,000 to the Florida 4-H Foundation. This new gift will benefit the Palm Beach County 4-H Program by funding one additional part time paraprofessional. The paraprofessional will teach an educational program in the schools which focuses on school gardens.



County Library



354 Positions

Concord Library



Director

Secretary

Librarian

Archivist

Reference

Mission

To continually improve service to the public by:

- ▶ providing the public with free access to library materials in a variety of formats;
- ▶ helping people of all ages find information which meets their diverse personal, educational, and professional needs;
- ▶ encouraging children, the future leaders of the community, to develop a love of reading, learning, and libraries;
- ▶ promoting community enrichment, economic vitality, and individual achievement through reading and lifelong learning.

Summary of Services/Facilities

The Palm Beach County Library serves and is funded by 22 cities and the vast unincorporated area of the county. The Library operates a main library, two regional libraries, eleven branches, and an Annex/Warehouse. Outreach Services include Talking Books for the blind and physically disabled; Books-by-Mail; the Bookmobile; and literacy programs. Through membership in the Library Cooperative of the Palm Beaches, the Library

extends its services to residents of seven additional cities. The Library offers informational, educational, and recreational reading, listening, and viewing to patrons of all ages and abilities. Programs range from research services to government and business, electronic resources training, reading readiness activities for children and parents, and literacy training.

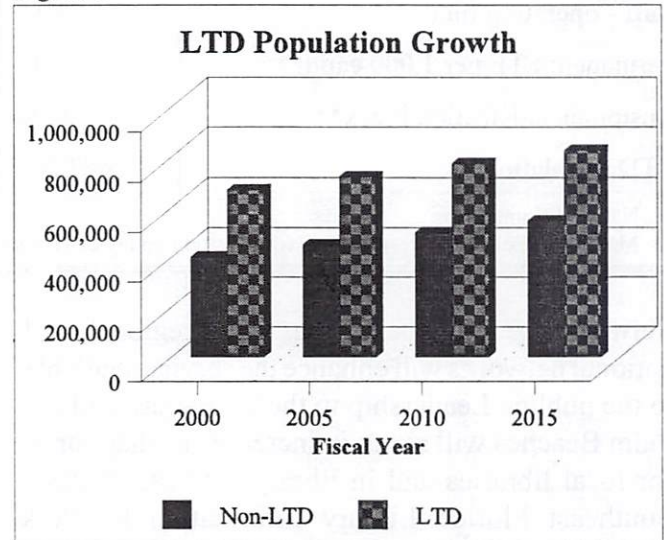
Trends and Issues

Population Growth: The population of the Library Taxing District (LTD) is expected to increase by more than 230,000 (34%), by 2015, exceeding the County growth rate of 26%. LTD population growth impacts all aspects of service. See **Figure 1**.

Facilities: The total square footage of space offered by current Library facilities, lags far behind the national average. The current square footage of 232,280 is 54% of the national average. See **Figure 2**.

Holdings: While use of materials continues to increase, progress toward the national average of 2.9 items per capita has been impeded by facility limitations. See **Figure 3**.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$17,686,272	\$19,618,975	\$18,638,026	\$21,417,979
Grants	2,397,217	2,372,337	2,582,663	2,434,516
Fines & Forfeitures	247,915	311,470	212,210	220,000
Other	1,995,774	1,264,171	2,850,411	1,949,762
Interfund Transfers	-	-	38,538	-
TOTAL	\$22,327,178	\$23,566,953	\$24,321,848	\$26,022,257
APPROPRIATIONS				
Personal Services	\$11,318,502	\$12,053,313	\$11,740,963	\$13,431,397
Operating Expenses	5,703,204	6,607,572	6,304,106	6,683,517
Capital Outlay	2,487,346	3,056,367	3,153,880	3,279,785
Grants and Aids	467,410	481,822	485,495	485,115
Interfund Transfers	402,435	439,500	484,678	1,017,940
Reserves	-	928,379	-	1,124,503
TOTAL	\$20,378,897	\$23,566,953	\$22,169,122	\$26,022,257
STAFFING				
Positions	326	332	332	354
Full Time Equivalents (FTEs)	312.00	317.50	320.50	339.00

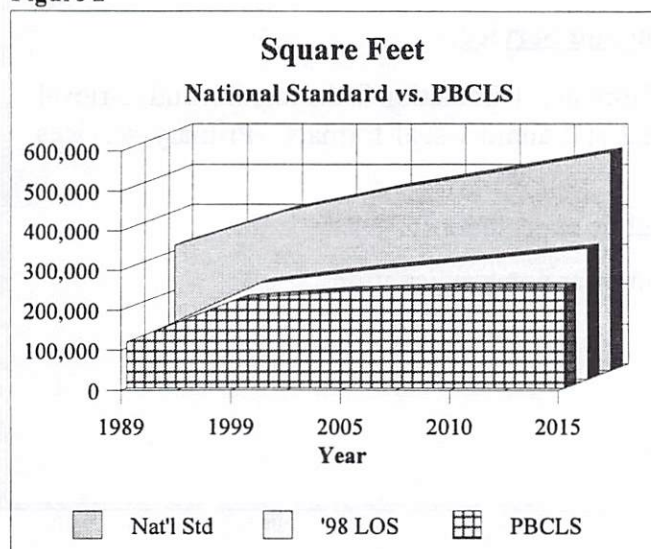
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison*	FY 2000 Budget	FY 2001 Target
Millage rate	.5246	+18%	n/a	0.5246	0.5403
Expenditure per capita-opr. fund	\$29.70	+18%	\$28.57	\$32.24	\$35.38
Percentage of expenditure for materials - operating fund	20%	+5%	15%	19%	18%
Percentage of expenditure for staff - operating fund	57%	-4%	52%	56%	55%
Permanent FTE per 1,000 capita	.47	+4%	.48	0.47	.50
Customer satisfaction index**	82%	+12%	76%	76%	76%
LTD population	667,561	+9%	n/a	672,655	698,538
* National Comparison					
** Measures % of survey respondents who are "extremely or very satisfied" with their library services					

Networking: Membership in local, regional, and national networks will enhance the service available to the public. Leadership in the Cooperative of the Palm Beaches will result in increases in state funds for local libraries and in library card registration. Southeast Florida Library Information Network (SEFLIN) activities will center on improved inter-

library loan processes, staff development, and the establishment of a virtual library for the region.

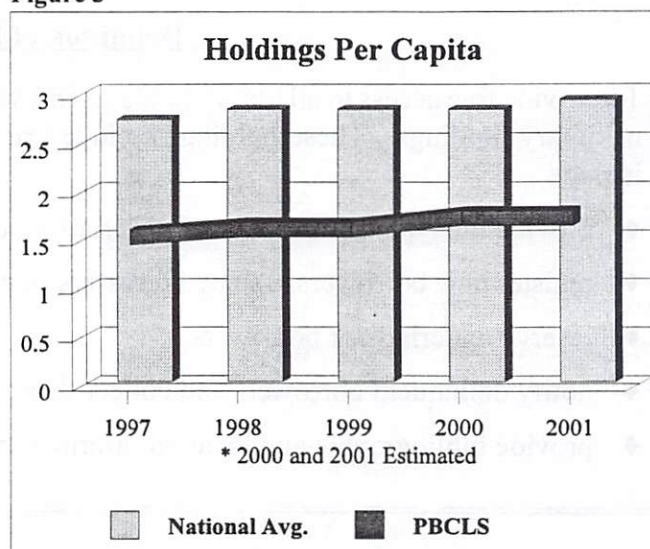
Technology Opportunities: The Library continues to take advantage of innovations in electronic information technology.

Figure 2



A new integrated automation system for circulation and database management will be purchased, obsolete terminals for public access will be replaced, and remote access will be promoted. Federal and private grants and Universal Service Fund discounts will be sought to defray

Figure 3



telecommunication and equipment costs.

Customer Satisfaction: While satisfaction levels remain high, surveys indicate a demand for more books, audiovisual materials, public service hours, and parking.

Significant Changes from Prior Year

West Boynton Branch Expansion: The West Boynton Branch will be expanded from 8,000 square feet to 17,770 square feet. The project will be completed in February 2001.

Increased Public Service Hours: Three branches will open on Sundays, expanding their service to seven days per week. Two locations will add weekday hours. Total public service hours will increase from 749 to 773 per week.

Maintaining Level of Service: Additional staff will allow maintenance of levels of public service in circulation and reference. Additional equipment will display the growing audiovisual collection and provide ergonomic circulation security.

Definition of Program and Services

To provide free access to all library holdings in a variety of formats. Circulation is the loaning and retrieval of library holdings. These holdings include print material and audio/visual formats. Primary services include:

- ◆ provide the type and quantity of materials that meet public expectations;
- ◆ register new borrowers, update borrowers' records, and offer voter registration;
- ◆ reserve materials for borrowers;
- ◆ notify delinquent borrowers and collect fines; and
- ◆ provide bibliographic and location information on-line.

Program Objectives for FY 2001

1. Increase total circulation by 2.5% over FY 1999.
2. Expand library services to under served groups by increasing Talking Book circulation by 2%, maintaining 25 bookmobile stops, and maintaining a minimum of 800 Books-by-Mail patrons.
3. Reach national average of 57% of population for cardholders, subsequent to FY 2000 purge of delinquent records.
4. Maintain the collection at 1.77 holdings per capita.
5. Continue to seek and implement technological solutions to improve the efficiency of the growing circulation function.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Circulation	5,085,750	+27%	5,453,288	4,951,447	5,215,349
Circulations per capita	7.62	+17%	8.00	7.36	7.47
Cardholders	456,885	+23%	384,787	461,237	398,166
Cardholders as % of the population	68%	+13%	57%	69%	57%
Holdings	1,104,347	+31%	1,965,171	1,187,386	1,234,918
Holdings per capita	1.65	+20%	2.90	1.77	1.77

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$10,258,037	\$10,903,613	\$10,622,975	\$12,242,888
Grants	1,390,386	1,334,940	1,497,945	1,392,981
Fines & Forfeitures	247,915	311,470	212,210	220,000
Other	1,157,549	711,363	1,656,288	1,048,059
Interfund Transfers	-	-	22,374	-
TOTAL	\$13,053,887	\$13,261,386	\$14,011,792	\$14,903,928
APPROPRIATIONS				
Personal Services	\$6,564,731	\$6,782,532	\$6,816,353	\$7,694,329
Operating Expenses	3,307,859	3,718,154	3,659,922	3,828,728
Capital Outlay	1,442,661	1,719,851	1,831,021	1,878,862
Grants and Aids	271,097	271,127	281,860	277,903
Interfund Transfers	233,412	247,312	281,386	583,139
Reserves	-	522,410	-	640,967
TOTAL	\$11,819,760	\$13,261,386	\$12,870,542	\$14,903,928
STAFFING				
Full Time Equivalents (FTEs)	180.96	178.66	186.07	194.20

Summary of Key Funding/Service Issues

Circulation per Capita: The goal is to increase circulation by 2.5% to reach 7.47 circulations per capita in FY 2001, as shown in **Figure 4**.

The budget supports circulation at 95% of the national average, while holdings will be 61%, reflecting a higher circulation per item compared to the national average. See **Figure 5**.

Figure 4

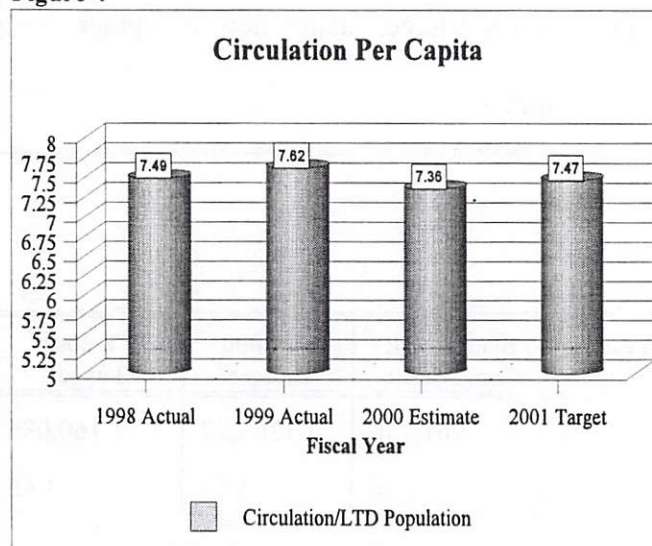
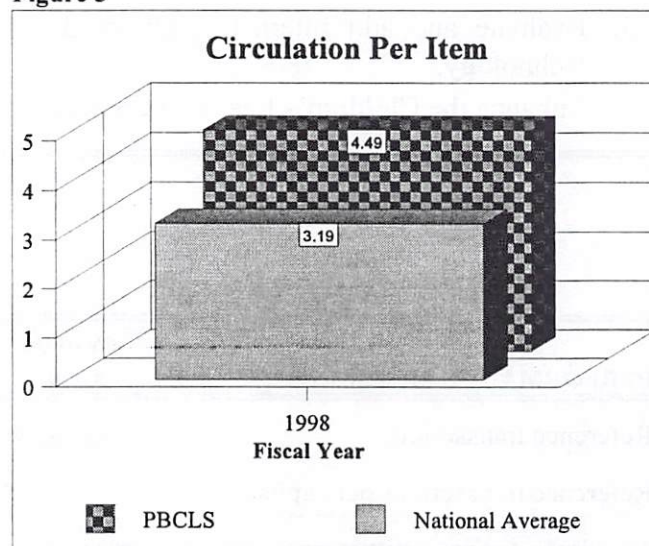


Figure 5



Definition of Program and Services

To provide timely, accurate, and useful information to people of all ages in their pursuit of job-related, educational, and personal interests. Primary services include:

- ◆ answer information inquiries from on-site, telephone, and TDD users;
- ◆ provide assistance in research by recommending and explaining information sources and strategies;
- ◆ instruct patrons in the use of electronic database information resources;
- ◆ provide referrals for information and requested materials located in other agencies or libraries throughout the nation and the world;
- ◆ develop collection materials and resource guides for a wide variety of subjects and interests;
- ◆ create an economic development resource collection containing both print and electronic database material; and
- ◆ strengthen local government by providing information and document delivery for policy formulation and program management.

Program Objectives for FY 2001

1. Increase reference transactions by 3%.
2. Investigate and provide online locator services through the Governmental Information Service Research Website to enhance remote access resources.
3. Evaluate and add Internet, Web-based, and other information sources using new computer technology.
4. Enhance the Children's Learning Center at the Belle Glade Branch.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend*	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Reference transactions	1,053,972	-20%	961,736	1,126,297	1,160,086
Reference transactions per capita	1.58	-27%	1.46	1.67	1.66
* Revised reference statistics reporting system began April 1997.					

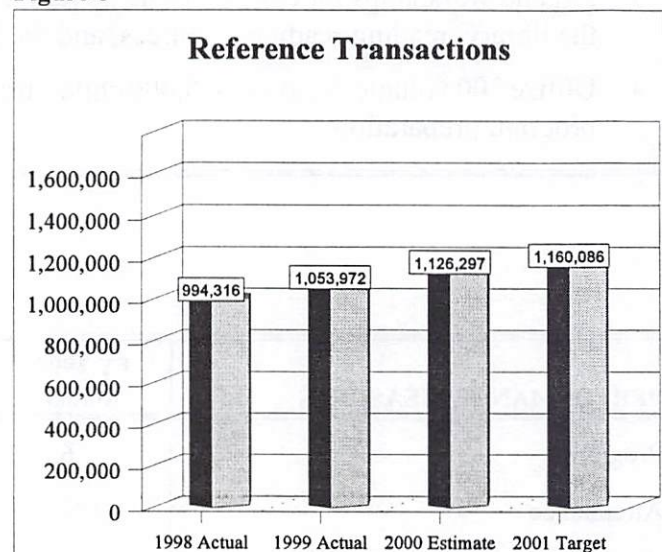
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$5,129,019	\$5,852,956	\$5,377,147	\$6,158,970
Grants	695,193	696,682	723,146	699,152
Other	578,774	371,248	804,557	606,809
Interfund Transfers	-	-	10,836	-
TOTAL	\$6,402,986	\$6,920,886	\$6,915,686	\$7,464,931
APPROPRIATIONS				
Personal Services	\$3,282,366	\$3,539,686	\$3,301,390	\$3,851,126
Operating Expenses	1,653,929	1,940,440	1,772,624	1,916,336
Capital Outlay	721,330	897,561	886,826	940,399
Grants and Aids	135,549	141,496	136,514	139,095
Interfund Transfers	116,706	129,067	136,284	291,869
Reserves	-	272,636	-	326,106
TOTAL	\$5,909,880	\$6,920,886	\$6,233,638	\$7,464,931
STAFFING				
Full Time Equivalents (FTEs)	90.48	93.24	90.12	97.20

Summary of Key Funding/Service Issues

Enhancements of Service to Meet Customer

Needs: The addition of Sunday public service hours at three branches and the 9:00 a.m. opening of the Main Library on weekdays will contribute to a 3% increase in reference transactions. Additional reference librarians at three other branch libraries will also contribute to this increase. See Figure 6.

Figure 6



Definition of Program and Services

To encourage a love of reading, learning, and libraries. Primary services include:

- ◆ present story times and other children's programs to develop reading, listening, viewing, and thinking skills;
- ◆ offer workshops for adults regarding the use of library and reading readiness resources with children;
- ◆ provide outreach programs to child care facility children and staff;
- ◆ sponsor a summer reading program; and
- ◆ introduce school groups to the Library and its resources.

Program Objectives for FY 2001

1. Maintain attendance at 26 children per program and provide children's programming to 25% of the population.
2. Enhance outreach programs to children who are unable to visit the library, to foster language development and reading readiness skills.
3. Expand workshops for child care-givers (to include parents and day care staff) regarding the use of the library, reading readiness sources, and the importance of sharing books with children.
4. Utilize 200 volunteers to assist 8,000 children registering for the Summer Reading Program and staff with program preparation.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Programs	6,607	+33%	n/a	6,440	6,600
Attendance	177,331	+53%	132,772	167,440	171,600
Attendance as % of population	27%	+42%	19%	25%	25%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$1,414,902	\$1,688,829	\$1,551,931	\$1,793,198
Grants	191,777	201,023	206,613	203,560
Other	159,662	107,121	234,814	171,687
Interfund Transfers	-	-	3,131	-
TOTAL	\$1,766,341	\$1,996,973	\$1,996,489	\$2,168,445
APPROPRIATIONS				
Personal Services	\$905,480	\$1,021,351	\$953,930	\$1,121,264
Operating Expenses	456,256	559,900	512,196	557,946
Capital Outlay	198,988	258,985	256,247	273,799
Grants and Aids	37,393	40,828	39,446	40,498
Interfund Transfers	32,195	37,242	39,379	84,978
Reserves	-	78,667	-	89,960
TOTAL	\$1,630,312	\$1,996,973	\$1,801,198	\$2,168,445
STAFFING				
Full Time Equivalents (FTEs)	24.96	26.90	26.04	28.30

Summary of Key Funding/Service Issues

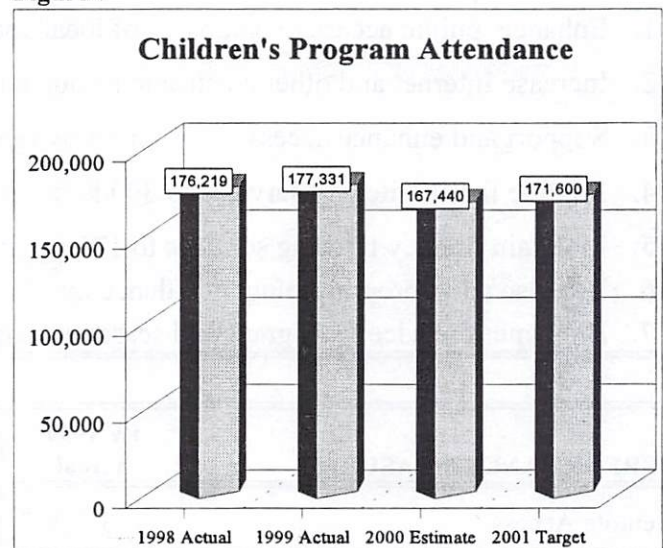
Enhancement of Youth Services Outreach

Program: To promote interest in sharing books with children and create life long readers, the ABC (All About Books and Children) Workshop will include Storytime Kits for Day Care providers, which contain everything needed for a classroom storytime. Daycare employees will be able to check these kits out from their nearest library branch.

Parenting Education: The Parent/Child Program will continue at 8 library locations. The Parents Sharing Books Workshop will continue at Palm Beach County Schools and will be expanded to include other community agencies.

Storytimes: The average attendance for storytime will be maintained at 26 children per program. Storytime sessions this size ensure the quality of each child's experience. The attendance per capita will continue to exceed the national average. See Figure 7.

Figure 7



Definition of Program and Services

To provide public access to electronic information and resources, promote economic vitality, individual achievement through reading and lifelong learning, and support participation in the creation of a database of local community information. Primary services include:

- ◆ provide remote access from home or office to the online catalog and other databases via computer and modem;
- ◆ provide access to SEFLIN FreeNet and the Internet via computer and modem;
- ◆ provide access to the Library's web site where patrons will find information about Library services and resources and links to selected useful sites on the Internet;
- ◆ provide literacy tutoring to adult nonreaders;
- ◆ provide reading-readiness and development resources and instruction to promote family literacy;
- ◆ provide business development and job search information through tours of resources, job fairs, speaking engagements, and one-on-one help for individuals and small businesses;
- ◆ provide a database of organizations in Palm Beach County and provide online access to this information; and
- ◆ provide equal access to the information highway through in library computer use, instruction, and demonstrations.

Program Objectives for FY 2001

1. Enhance public access to databases of local and international information at 15 library facilities.
2. Increase Internet and other electronic resource training session attendance by 33%.
3. Support and enhance access to resources by remote users.
4. Provide family literacy services to 300 families with children ages newborn to 5 years.
5. Maintain literacy tutoring services to 175 English-speaking adults.
6. Increase adult programming attendance by 3%.
7. Implement service to migrant and seasonal farm workers.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Remote Access	348,123	+24%	n/a	275,000	400,000
Adult Literacy tutor/student teams	168	+19%	n/a	175	175
Internet training attendance	4,657	n/a	n/a	3,600	4,800
Adult Programming	7,559	n/a	n/a	n/a	7,790

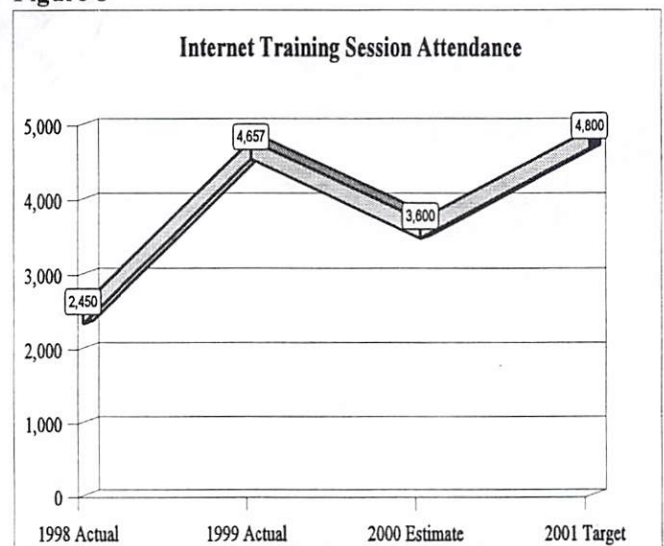
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$884,314	\$1,173,577	\$1,085,973	\$1,222,923
Grants	119,861	139,692	154,959	138,823
Fines & Forfeitures	-	-	-	-
Other	99,789	74,439	154,752	123,207
Interfund Transfers	-	-	2,197	-
TOTAL	\$1,103,964	\$1,387,708	\$1,397,881	\$1,484,953
APPROPRIATIONS				
Personal Services	\$565,925	\$709,744	\$669,290	\$764,678
Operating Expenses	285,160	389,078	359,364	380,507
Capital Outlay	124,367	179,970	179,786	186,725
Grants and Aids	23,371	28,371	27,675	27,619
Interfund Transfers	20,122	25,879	27,629	57,954
Reserves	-	54,666	-	67,470
TOTAL	\$1,018,945	\$1,387,708	\$1,263,744	\$1,484,953
STAFFING				
Full Time Equivalents (FTEs)	15.60	18.70	18.27	19.30

Summary of Key Funding/Service Issues

Internet Training: Additional reference librarians at two branches and the annualization of the opening of the Library Computer Center in the Main Library will facilitate a 33% increase in attendance at Internet and other electronic resource training sessions. See Figure 8.

The opening of a four-workstation computer center at the North County Regional Library will make hands-on Internet and other electronic resource training available at two locations.

Figure 8





Employee Relations & Personnel

— **Employee Relations**

— **Personnel**

36 Positions

Employer's Relations & Personnel

Employer's Relations
Personnel

Mission

To establish and maintain policies, programs, and procedures enabling departments to meet service delivery responsibilities, to value and effectively manage their human resources; and to comply with new and existing legal requirements.

Summary of Services/Facilities

The Department is responsible for assisting and guiding the supervisory and managerial staff of County departments in the management of human resources. Primary services include: filling vacancies, maintaining permanent employee records, maintaining and improving effective employee/supervisor relationships, improving productivity through training and development programs, enhancing and valuing diversity through

Equal Employment Opportunities and Affirmative Action, and promoting job satisfaction in the interests of an efficient County government.

Employee Relations and Personnel (ER&P) is comprised of five sections: Recruitment and Selection, Records and Information Systems, Classification and Pay, Employee Relations, and Diversity and Development.

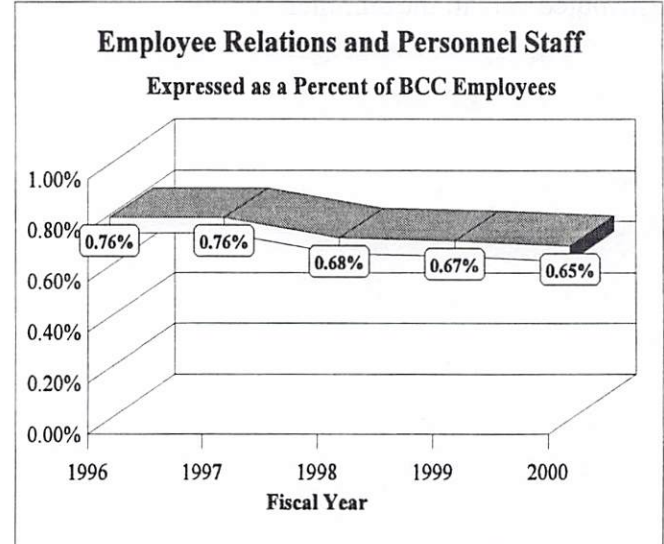
Trends and Issues

Disciplinary Actions and Grievances: The number of disciplinary actions being submitted continues to decline. The number of grievances filed has also declined after two years of large increases.

Decreasing Unemployment Costs: The unemployment costs for the BCC are down from past years. The Employee Relations Section is actively pursuing more appeals on lost unemployment cases.

Figure 1 shows the ratio of ER&P staff to total BCC employees. FY 1998 through FY 2000 includes services for Palm Tran staff.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$1,749,696	\$1,833,572	\$1,802,913	\$1,947,278
Operating Expenses	364,708	501,634	500,321	581,725
Capital Outlay	11,569	27,200	22,952	8,100
TOTAL	\$2,125,973	\$2,362,406	\$2,326,186	\$2,537,103
STAFFING				
Positions	36	36	36	36
Full Time Equivalents (FTEs)	35.25	35.25	35.25	35.55

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Ratio of staff to total BCC complement	1:143	1:138	1:100	1:140	1:140

Significant Changes From Prior Year

New, Updated Employee Handbook Distributed:

The Department updated the Employee Handbook and distributed it to all employees. The last version distributed was in the summer of 1996.

Computerization of Departmental Programs:

The Employee Development Training Catalog and class registration forms have been placed on the Intranet for countywide usage. In addition, a new system was created for recording disciplinary action records.

Definition of Program and Services

To provide departments with guidance and systematic methods to improve employee performance or behavior, promote cooperative relations between management and employees, ensure collective bargaining obligations are met, and represent County management on Equal Employment Opportunity issues/complaints/charges. Primary services include:

- ◆ ensure equitable treatment of employees by advising and monitoring disciplinary actions, grievances, appeals, and arbitrations; assist departments in solving problems related to performance, discipline, and union issues; improve employee performance by training in adequate performance documentation;
- ◆ provide workshops to improve employee skills and provide career counseling for individual employees; manage the Tuition Refund Program; recognize employee's longevity through a service awards program;
- ◆ coordinate management/employee Equal Employment Opportunity/Affirmative Action training for all County staff annually to achieve compliance with local, federal, and state regulations;
- ◆ resolve internal discrimination complaints through investigation, mediation, and recommendations for remedial action; monitor the selection process to ensure consistency/compliance with the Uniform Guidelines on Employee Selection Procedures; and maintain statistics for affirmative action planning; and
- ◆ prepare the County's Affirmative Action Plan; provide assistance to employees who are unable to perform their assigned duties due to illness, injury, or disability, in accordance with County policy.

Program Objectives for FY 2001

1. Update the Merit System Rules and Regulations (last revision 11/2/94).

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend*	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Disciplinary actions/appeals	383/57	338/55	n/a	400/80	383/57
Training sessions/attendance	144/2,375	119/1,963	n/a	165/2,500	144/2,375
Avg. cost, per employee trained	\$23.83	\$24.95	n/a	\$26.56	\$23.83
EEO investigations/federal-state charges	7/3	10/6	n/a	50/10	50/15
Targeted positions monitored/protected group gains	77/27	148/36	n/a	325/100	325/100
* Average					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$594,897	\$623,414	\$612,990	\$667,404
Operating Expenses	164,119	225,735	214,144	228,776
Capital Outlay	3,535	8,432	7,115	2,511
TOTAL	\$762,551	\$857,581	\$834,249	\$898,691
STAFFING				
Positions	11	11	11	11
Full Time Equivalents (FTEs)	10.75	10.75	10.75	11.03

Summary of Key Funding/Service Issues

Arbitration Costs Continue Increasing: As the CWA pursues taking more denied grievance cases to arbitration, costs will continue to increase substantially.

Tuition Refund Cost Increases: As schools raise their tuition rates for the upcoming school year, the maximum reimbursement amounts will also be increased for this program. The maximum for undergraduate students will increase from \$1,250 per year to \$1,500 per year. The maximum for graduate students will increase from \$1,500 per year to \$2,000 per year.

Service Awards Cost Increases: There is an increasing annual trend of more County employees reaching their five-year and above anniversaries. The total number of award recipients in FY1999 was 725 employees. During FY 2000, the total award recipients went up to 838 employees, and a similar number of recipients is expected for FY 2001.

Definition of Program and Services

Personnel functions are performed by the Recruitment & Selection Section, the Classification & Pay Section, and the Records & Information Systems Section. These sections are responsible for the hiring, pay treatment, and permanent record keeping operations for the departments of the Board of County Commissioners. Primary services include:

- ◆ evaluate applications and refer qualified candidates to a departmental hiring authority; respond to complaints/inquiries about the applicant selection process; develop, administer and evaluate examinations for a variety of job classes.
- ◆ conduct new employee orientation (County rules, regulations and conditions of employment);
- ◆ provide recommendations regarding requests for reclassifications/upgrades; review, revise, and draft job descriptions; complete salary and benefit questionnaires for other organizations; revise/publish/distribute the County's annual Pay Plan; administer the County's optional benefit programs;
- ◆ manage position control for budgeted and authorized positions and process personnel actions for payroll/employee data changes; verify/provide employment and wage information; maintain custody of official personnel files; and
- ◆ administer local area network, database update, and the interface with the mainframe Human Resources Management Systems.; produce/distribute ad hoc and data reports.

Program Objectives for FY 2001

1. Continue work on replacement of the applicant tracking system with an updated network application to include the automation of manual processes.
2. Migrate proprietary testing software (Parscore) to network application.
3. Rebid of Prepaid Legal Program contract which expires March, 2001.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend*	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Applications received/rated	16,259/ 11,515	12,528/ 10,961	n/a	18,134/ 14,054	11,782/ 12,178
Avg. days to generate a referral list	28.0	27.0	n/a	28.0	28.0
Testing frequency	2/wk	n/a	n/a	2-5/wk	2-5/wk
Reclasses & upgrades approved/denied	246/18	157/12	n/a	230/10	240/10
Personnel actions	6,025	4,209	n/a	6,347	6,180
Hires/terminations	727/627	610/576	n/a	695/600	725/635
* Average					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$1,154,799	\$1,210,158	\$1,189,923	\$1,279,874
Operating Expenses	200,589	275,899	286,177	352,949
Capital Outlay	8,034	18,768	15,837	5,589
TOTAL	\$1,363,422	\$1,504,825	\$1,491,937	\$1,638,412
STAFFING				
Positions	25	25	25	25
Full Time Equivalents (FTEs)	24.50	24.50	24.50	24.52

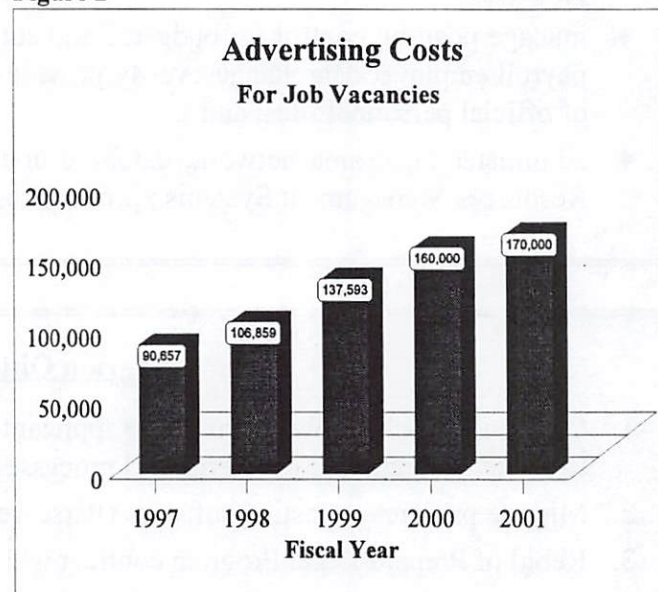
Summary of Key Funding/Service Issues

Recruiting Services: The Department is experiencing a need for multiple advertisements for open positions due to the current economy's tight labor market. This ongoing situation is resulting in increasing costs with fewer qualified applicants per job listing.

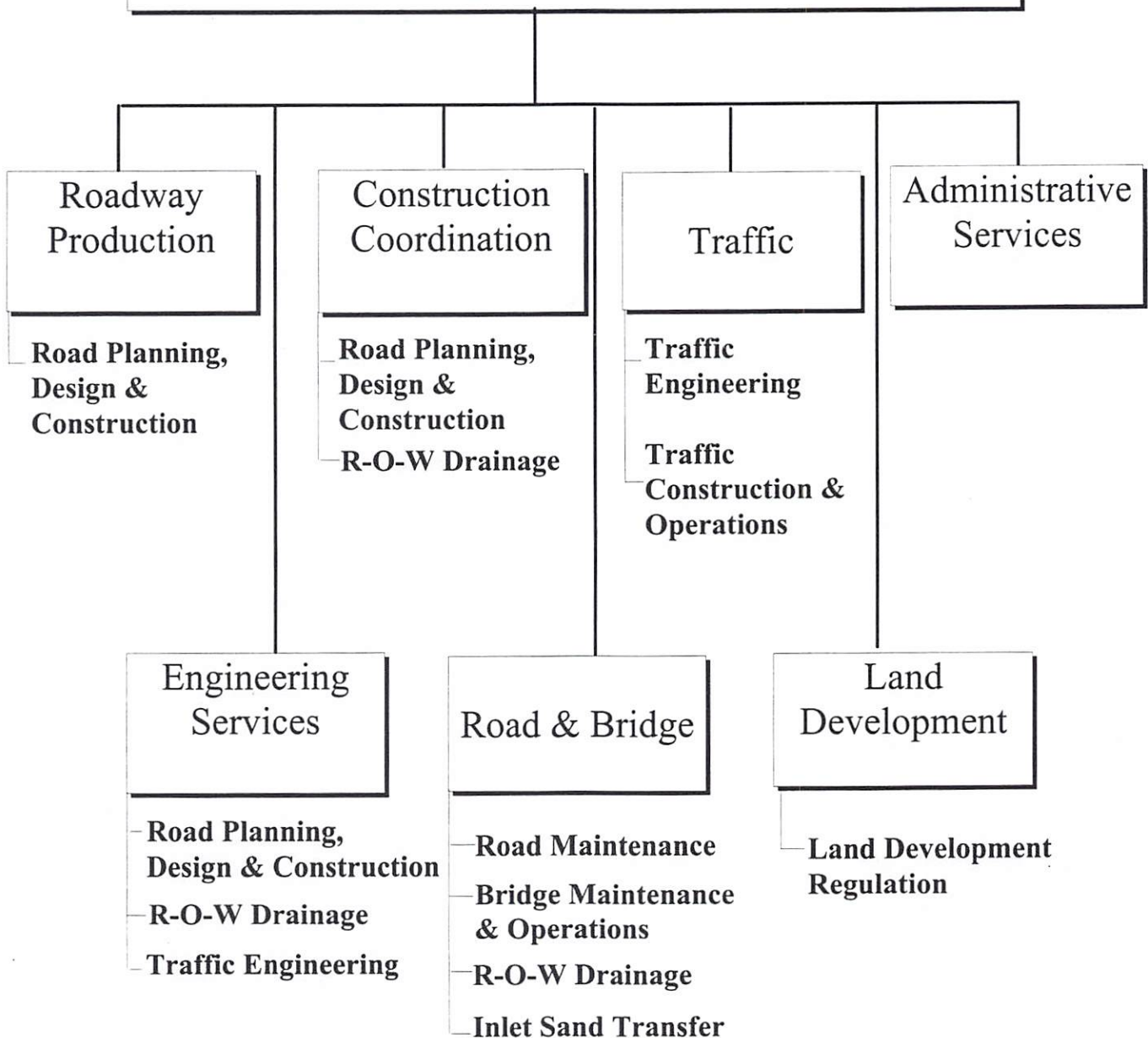
Fire-Rescue Services: The Department again provided an increase in services to Fire-Rescue during the fiscal year. This trend should continue for the next few years with the addition of other fire services into Fire-Rescue. During the fiscal year, the Department administered two promotional examinations/processes for Fire-Rescue.

Advertising Cost Increases: The Department is not aware of any new programs or positions to be added to other departmental budgets. Any changes will impact recruiting efforts and advertising costs. A nominal increase in advertising of approximately 5% is expected for the FY 2001. **Figure 2** shows five years of advertising costs for job vacancies.

Figure 2



Engineering & Public Works



456 Positions

Mission

To provide the citizens of Palm Beach County a high quality and aesthetically pleasing system of roads, bridges, and pathways made safe and easily accessible by appropriate traffic control; to ensure development conformance to the engineering standards of the Unified Land Development Code and provide engineering assistance in the zoning process; to assist in mitigating beach erosion by the operation of sand transfer facilities; and to provide optimal drainage conditions in County rights-of-way.

Summary of Services/Facilities

The Engineering/Public Works Department provides planning, implementation, and administration of the Five-Year Road (thoroughfare) Program and technical and general engineering services regarding transportation planning and geometric design, drainage, and infrastructure for proposed residential and commercial development. Engineering assistance is also provided to the Board of County Commissioners and other County entities. The Department installs and maintains traffic signals, signs and pavement markings, pedestrian and bicycle paths, and drainage systems in County

rights-of-way. The Department also maintains and operates fixed and moveable bridges; maintains roads, rights-of-way, and medians; develops and maintains survey control data for use by County departments; administers the County's Street Improvement Program; coordinates railroad crossing maintenance and construction as it affects County roads; updates and publishes the County street atlas and other maps; and provides copies of plans, plats, and aerials to other County departments, contractors, developers, and the general public.

Trends and Issues

Increasing Urbanization: The continued urbanization of Palm Beach County will have a significant impact on service provisions. The high level of road construction requires additional construction easements. A significant increase in right-of-way acquisition costs is anticipated. Levels of service expected also require substantive programs for the installation, maintenance, and upgrading of traffic control devices, street lighting, and drainage systems; maintenance and upgrading of existing roads, medians and rights-of-way; and conformance to land development standards. Increased maintenance and eventual replacement is required for aging moveable/intracoastal bridges.

Improvements in Traffic Flow: The Federal Highway Administration anticipates that construction of the Intelligent Transportation System (ITS) in Palm Beach County will be completed in FY 2004. This central computer system will provide the motoring public and the agencies that serve them on-line data regarding restricted traffic flow due to accidents, mass transit schedules, car radio frequencies to broadcast the latest traffic flow information, and changeable road message signs. The County has been designated to be an ITS control center. Federal funds will be used for the facility and equipment. The County will be responsible for running and maintaining the system.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$916,303	\$1,106,550	\$1,093,250	\$1,093,250
Grants	237,378	203,842	601,000	1,234,736
User Fees/Charges	92,328	118,000	118,000	118,000
Inter-Departmental Charges	3,345,560	2,302,726	2,255,108	2,563,471
Other	895,808	618,305	800,104	500,701
TOTAL	\$5,487,377	\$4,349,423	\$4,867,462	\$5,510,158
APPROPRIATIONS				
Personal Services	\$21,919,638	\$23,459,265	\$22,786,952	\$24,533,479
Operating Expenses	13,145,295	17,079,739	15,135,457	18,171,251
Capital Outlay	350,308	592,210	743,983	1,235,393
Debt Service	19,308	21,600	21,600	21,600
Grants and Aids	78,631	92,107	-	63,276
Interfund Transfers	-	-	-	10,000
Reserves	-	258,450	-	258,450
TOTAL	\$35,513,180	\$41,503,371	\$38,687,992	\$44,293,449
STAFFING				
Positions	444	449	451	456
Full Time Equivalents (FTEs)	442.60	446.99	449.60	454.60

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Value of road construction contracts awarded (millions)	\$12.4	n/a	n/a	\$30.5	\$32.0
Lane miles of road construction awarded	17.8	n/a	n/a	26.6	32.6
Thoroughfare roads meeting County's adopted level of service	89%	n/a	n/a	89%	89%
Traffic signals maintained	997	n/a	n/a	997	1,012
Land development permits issued	73	n/a	n/a	45	50
Lane miles of County roads maintained	2,960	n/a	n/a	2,957	2,957

Automation: The long range automation plan implemented in FY 1997 will continue to utilize new developments in computer hardware and software to meet information management needs. Upgrading existing computer equipment and software and purchasing new hardware and software to meet future needs will be continued in FY 2001.

Increased efficiency and effectiveness will be achieved as a result of the ability to respond to technological advances in the computer industry.

Urban Revitalization: The revitalization of urban areas continues to be an issue which has significant fiscal ramifications. Established projects, such as;

Belle Glade Wee Care and Limestone Creek now have to compete for funding with newer projects, such as; Westgate, Wallis Road, the Lake Worth Corridor, San Castle, and other CCRT targeted areas which are being promoted for improvements including, but not limited to, street paving and drainage, installation of water and sewer lines, and street lighting.

Traffic Signal System Group 5: The operation of traffic signals in Palm Beach County is controlled by a central computer supported by the Urban Traffic Control System (UTCS). The signals are connected to the central computer with twisted-pair copper cable and fiber-optic cable. Each signalized intersection communicates signal status at any given

moment to the central computer via a modem with a specific address. The system also allows monitoring of signal cycles in real time and detection of major signal malfunctions. The County has previously received \$19,442,000 from the Florida Department of Transportation (FDOT) to fund Traffic Signal Groups 1-4. Implementation of Group 5, with funding of \$3,606,000 from the FDOT, is expected to be completed during FY 2001. Additional signals will be added to the system. Group 5 provides for the completion of the fiber-optic ring network, assists in determining sites for installation of video cameras, and other transportation applications for Freeway Incident Management and Intelligent Transportation System programs throughout the County.

Definition of Program and Services

To administer and coordinate the design, right-of-way acquisition, and construction of the County's Five-Year Road Program, the MSTU Program, and capital projects. Primary services include:

- ◆ contract with design consultants to implement projects approved;
- ◆ review plans, ensure required permits are obtained, and prepare construction contract documents for bidding and award by the Board of County Commissioners;
- ◆ ensure projects are completed within approved budget;
- ◆ monitor County and developer road and bridge construction projects to ensure compliance with contract specifications, construction plans, and compliance with time frames specified within contracts;
- ◆ construct pedestrian and bicycle pathways; and
- ◆ upgrade existing shell rock roads with drainage and pavement improvements.

Program Objectives for FY 2001

1. Maintain the percentage of time design consultant contracts are awarded within 9 months of issuing request for proposal at 85%.
2. Award 80% of the construction line items in the Five Year Plan within the scheduled fiscal year.
3. Start construction of 75% of pathway construction projects within one year of program approval.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Design consultant contracts awarded within 9 months of request for proposal	100%	n/a	n/a	85%	85%
Current construction contracts awarded in the year budgeted	83%	n/a	n/a	80%	80%
Pathway construction projects started within one year of program approval	75%	n/a	n/a	75%	75%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$1,001	\$1,000	\$1,000	\$1,000
Grants	650	-	-	-
User Fees/Charges	25,238	49,400	49,400	49,400
Inter-Departmental Charges	2,100,347	1,395,227	1,374,262	1,549,590
Other	18,268	7,300	8,254	7,300
TOTAL	\$2,145,504	\$1,452,927	\$1,432,916	\$1,607,290
APPROPRIATIONS				
Personal Services	\$4,918,263	\$5,165,023	\$4,885,821	\$5,291,419
Operating Expenses	878,583	668,422	574,973	865,872
Capital Outlay	34,874	36,233	64,581	101,500
Debt Service	8,689	9,720	9,720	9,720
TOTAL	\$5,840,409	\$5,879,398	\$5,535,095	\$6,268,511
STAFFING				
Full Time Equivalents (FTEs)	87.30	88.01	88.60	88.90

Summary of Key Funding/Service Issues

Five Year Road Program: Environmental issues, higher right-of-way acquisition costs, and construction within urban areas will continue to impact lane mile costs and the time required from inception to construction of projects.

Definition of Program and Services

To maintain County roads, sidewalks, and pathways, and oversee the Adopt-A-Road Program and interlocal beautification agreements. Primary services include:

- ◆ resurface roads;
- ◆ respond to citizen inquiries and complaints;
- ◆ maintain sidewalks and pathways;
- ◆ grade shell rock roads;
- ◆ patch roads; and
- ◆ mow County right-of-way medians.

Program Objectives for FY 2001

1. Resurface 70 lane miles of roads.
2. Mine 106,000 cubic yards of maintenance materials (shell, marl, sand).
3. Restore and improve 300 miles of road shoulders countywide.
4. Mow 12,000 acres countywide (includes tractor and hand mowing).

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Lane miles resurfaced	69.3	n/a	n/a	70.0	70.0
Cubic yards mined	70,020	n/a	n/a	106,000	106,000
Shoulder miles restored/improved	412.05	n/a	n/a	300.00	300.00
Acres mowed countywide *	11,103	n/a	n/a	12,000	12,000
* Does not include Streetscape Maintenance					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$9,775	\$5,000	-	\$5,000
User Fees/ Charges	7,081	11,400	\$11,400	11,400
Inter-Departmental Charges	171,237	143,581	140,500	143,645
Other	78,793	62,674	18,567	48,258
TOTAL	\$266,886	\$222,655	\$170,467	\$208,303
APPROPRIATIONS				
Personal Services	\$4,994,084	\$5,336,300	\$5,309,617	\$5,665,088
Operating Expenses	4,846,821	6,917,541	6,110,353	6,806,642
Capital Outlay	8,446	151,990	70,227	120,934
Debt Service	2,896	3,240	3,240	3,240
Grants and Aids	39,316	46,054	-	31,638
Interfund Transfers	-	-	-	5,000
Reserves	-	79,225	-	79,225
TOTAL	\$9,891,563	\$12,534,350	\$11,493,437	\$12,711,767
STAFFING				
Full Time Equivalents (FTEs)	108.45	108.06	108.30	109.25

Summary of Key Funding/Service Issues

Rehabilitation of County Road C-880: Funding of \$500,000 is necessary in order to maintain the integrity of this road.

Hydraulic Truck Conveyor: Road shoulder erosion is a serious problem in the western portion of the County. The purchase of this equipment will reduce the cost of shoulder replacement by approximately 10%. The projected FY 2001 cost for this equipment is \$32,000.

Definition of Program and Services

To ensure the safety and convenience of the public by planning for and designing appropriate traffic control for safe and accessible intersections and by providing appropriate street lighting. Primary services include:

- ◆ determine needs for traffic control devices and revised signal timing;
- ◆ coordinate the design and construction of intersection improvements on County roads;
- ◆ coordinate the installation of street lighting on County roads; and
- ◆ compile, analyze, and publish traffic accident information.

Program Objectives for FY 2001

1. Maintain the percentage of time revised signal timing plans are released within thirty days of determining need at 95%.
2. Maintain the percentage of time street lighting needs analyses are completed within thirty days of request at 95%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Revised signal timing plans implemented within 30 days of determining need	88%	n/a	n/a	95%	95%
Street lighting needs analyses completed within 30 days of request	95%	n/a	n/a	95%	95%
Traffic accident reports processed	36,794	n/a	n/a	34,000	37,000
Engineering Action Center requests processed	307	n/a	n/a	180	320
Special Projects processed for County and Deputy County Engineer	128	n/a	n/a	150	130

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$2,501	\$2,500	\$2,500	\$2,500
Grants	3,363	-	-	-
User Fees/ Charges	44,221	46,800	46,800	46,800
Inter-Departmental Charges	311,310	229,817	217,613	247,361
Other	50,775	18,250	21,404	18,250
TOTAL	\$412,170	\$297,367	\$288,317	\$314,911
APPROPRIATIONS				
Personal Services	\$2,747,766	\$2,933,147	\$2,813,542	\$3,036,360
Operating Expenses	1,257,190	1,544,236	1,284,612	1,673,864
Capital Outlay	82,009	73,716	152,974	244,503
Debt Service	965	1,080	1,080	1,080
Reserves	-	50,000	-	50,000
TOTAL	\$4,087,930	\$4,602,179	\$4,252,208	\$5,005,807
STAFFING				
Full Time Equivalents (FTEs)	55.39	55.99	56.41	57.24

Summary of Key Funding/Service Issues

Street Lighting Costs: The number of street lights installed in the unincorporated area of the County continues to increase. The County's major street lighting expenses are energy and maintenance. These expenses will continue to rise as additional street lighting needs are met.

Signal Design Requirements: The continued increase in road construction and widening of many existing roads has resulted in the need for an additional CADD Systems Specialist position in the Signal Design Section. The projected FY 2001 cost for this position is \$33,349.

Definition of Program and Services

To ensure the safety and convenience of the public on County maintained roads by installing, maintaining, and upgrading traffic signals, signs, and pavement markings; responding to emergency calls; and maintaining the computerized Urban Traffic Control System (UTCS). Primary services include:

- ◆ install new traffic signals;
- ◆ upgrade major traffic signals;
- ◆ install striping as required by road construction and resurfacing programs;
- ◆ manufacture and install signing as required by the road construction program;
- ◆ perform preventative maintenance on traffic signals; and
- ◆ respond to emergency calls.

Program Objectives for FY 2001

1. Complete striping within 60 days of completion of road construction 95% of the time.
2. Maintain percentage of time sign installation is completed prior to road opening at 95%.
3. Maintain UTCS operational time at 95%.
4. Replace red incandescent bulbs with light-emitting diode (LED) lenses in 75% of traffic signals.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Striping projects completed within 60 days after road construction	90%	n/a	n/a	90%	95%
Signs completed before road openings	95%	n/a	n/a	95%	95%
Time UTCS is operational	58%	n/a	n/a	95%	95%
Traffic signals with LED lenses	52%	n/a	n/a	75%	75%
Linear feet of roadway striped *	1,235,310	n/a	n/a	1,600,000	1,600,000
Signalized intersections receiving preventative maintenance	1,403	n/a	n/a	1,400	1,500
Responses to trouble calls from public	8,295	n/a	n/a	7,300	8,000
* non-capital					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$6,003	\$6,000	\$6,000	\$6,000
Grants	213,054	193,842	601,000	1,224,736
User Fees/Charges	10,192	6,400	6,400	6,400
Inter-Departmental Charges	257,740	210,000	210,000	249,000
Other	565,081	297,080	547,411	193,800
TOTAL	\$1,052,070	\$713,322	\$1,370,811	\$1,679,936
APPROPRIATIONS				
Personal Services	\$3,556,878	\$3,857,438	\$3,773,377	\$4,141,662
Operating Expenses	2,832,787	3,264,809	3,177,415	4,281,887
Capital Outlay	195,272	169,298	360,554	574,712
Debt Service	3,862	4,320	4,320	4,320
Reserves	-	50,000	-	50,000
TOTAL	\$6,588,799	\$7,345,865	\$7,315,666	\$9,052,581
STAFFING				
Full Time Equivalents (FTEs)	73.50	75.25	76.30	78.10

Summary of Key Funding/Service Issues

Cost Savings Using LED Lenses: The replacement of the existing 13,200 incandescent bulbs with "light emitting diodes" (LED) lenses continues and will result in a reduction of energy and maintenance costs for traffic signals. LED lenses use 1/5 the energy of incandescent bulbs and have a guaranteed ten year life, five times longer than that of traditional bulbs.

Definition of Program and Services

To structurally repair, maintain, inspect, and operate 9 moveable bridges, 236 fixed bridges, 19 pedestrian bridges, and 6 golf cart overpasses. This program also provides for the construction of concrete sidewalks and pathways, ramps for the handicapped, intersection improvements, countywide guardrail installation, and 24-hour emergency service. Primary services include:

- ◆ moveable bridge repair, maintenance, and operation;
- ◆ fixed bridge repair;
- ◆ bridge inspection;
- ◆ sidewalk improvements; and
- ◆ guardrail installation and repair.

Program Objectives for FY 2001

1. Upgrade 20 bridges to comply with FDOT standards for barrier wall heights and guardrail specifications.
2. Install 10,000 linear feet of new guardrail.
3. Complete 75 bridge inspections.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Bridges upgraded to FDOT standards	5	n/a	n/a	20	20
Linear feet of guardrail installed	9,680	n/a	n/a	18,000	10,000
Bridge inspections	55	n/a	n/a	75	75

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$8,038	\$5,000	-	\$5,000
User Fees/Charges	2,848	2,080	\$2,080	2,080
Inter-Departmental Charges	57,859	29,881	22,000	25,145
Other	22,538	62,674	20,420	48,259
TOTAL	\$91,283	\$99,635	\$44,500	\$80,484
APPROPRIATIONS				
Personal Services	\$2,597,156	\$2,802,121	\$2,783,664	\$2,930,230
Operating Expenses	1,829,712	3,157,603	2,547,475	2,898,839
Capital Outlay	8,316	143,958	62,830	89,632
Debt Service	1,545	1,728	1,728	1,728
Grants and Aids	39,315	46,054	-	31,638
Interfund Transfers	-	-	-	5,000
Reserves	-	79,225	-	79,225
TOTAL	\$4,476,044	\$6,230,689	\$5,395,697	\$6,036,292
STAFFING				
Full Time Equivalents (FTEs)	58.73	58.36	58.51	59.38

Summary of Key Funding/Service Issues

Guardrail Program Countywide: Due to the increasing cost of approved end treatments over the last several years, the linear feet of guardrail installed each fiscal year has decreased from 35,000 to approximately 10,000. The cost to replace damaged end treatments has risen 300%. Since an increasing number of these end treatments are being installed throughout the County during new construction of roads and bridges, the cost of repairs is expected to increase.

Definition of Program and Services

To ensure conformance to the engineering standards of the Unified Land Development Code; provide engineering support to the Zoning Division; administer the County's subdivision and platting ordinance in conformity with the comprehensive land use plan; and ensure that Traffic Engineering Standards are conformed within the land use planning process. Primary services include:

- ◆ process permit applications and review construction plans and plats for residential and commercial subdivisions;
- ◆ process permit applications, review plans, and issue permits for construction in County rights-of-way;
- ◆ review and prepare recommendations for approval on all re-zoning and site plan applications;
- ◆ process, review, and comment on all subdivision variance applications; and
- ◆ review proposed revisions to the County's Comprehensive Plan.

Program Objectives for FY 2001

1. Maintain the percentage of first-comments letters (summary of application deficiencies) sent for residential and commercial subdivision permit applications within 30 working days at 95%.
2. Maintain the average time to process a County road construction permit at 14 working days.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
First-comments letters sent within 30 working days of receipt of application	98%	n/a	n/a	95%	95%
Average days to process permits for construction in County rights-of-way	19.66	n/a	n/a	14.00	14.00
Zoning petitions reviewed	141	+11%	n/a	150	80
Development Review Committee petitions reviewed	394	n/a	n/a	550	350
Permits issued for: construction in County rights-of-way, drainage, and utilities	634	-17%	n/a	600	600

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$906,798	\$1,097,050	\$1,083,750	\$1,083,750
Grants	325	-	-	-
User Fees/Charges	2,036	1,400	1,400	1,400
Inter-Departmental Charges	257,986	169,560	170,685	202,118
Other	9,108	3,650	5,184	3,650
TOTAL	\$1,176,253	\$1,271,660	\$1,261,019	\$1,290,918
APPROPRIATIONS				
Personal Services	\$1,502,893	\$1,659,696	\$1,528,423	\$1,685,724
Operating Expenses	814,138	775,763	698,552	793,660
Capital Outlay	16,334	14,232	30,120	47,893
Debt Service	965	1,080	1,080	1,080
TOTAL	\$2,334,330	\$2,450,771	\$2,258,175	\$2,528,357
STAFFING				
Full Time Equivalents (FTEs)	27.00	29.18	29.30	29.45

Definition of Programs and Services

To maintain drainage systems throughout the County. Primary services include:

- ◆ evaluate chronic drainage problem areas and recommend solutions;
- ◆ maintain swales and culverts;
- ◆ install and repair culverts, gutters, and drainage structures;
- ◆ maintain drainage inlets and ditches; and
- ◆ stormwater drainage.

Program Objectives for FY 2001

1. Maintain 14,000 linear feet of swale.
2. Maintain 140,000 linear feet of drainage ditches.
3. Install 2,000 linear feet of drainage infiltration system.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Linear feet of swale maintained	14,572	n/a	n/a	14,000	14,000
Cost to maintain swales per linear foot	\$4.64	n/a	n/a	\$4.93	\$5.20
Linear feet of drainage ditches maintained	171,425	n/a	n/a	140,000	140,000
Cost to maintain ditches per linear foot	\$0.98	n/a	n/a	\$1.23	\$1.30
Linear feet of drainage infiltration system installed	3,475	n/a	n/a	2,000	2,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,739	-	-	-
User Fees/Charges	356	\$260	\$260	\$260
Inter-Departmental Charges	189,081	124,660	120,048	146,612
Other	10,286	-	1,913	-
TOTAL	\$201,462	\$124,920	\$122,221	\$146,872
APPROPRIATIONS				
Personal Services	\$1,343,182	\$1,427,272	\$1,397,465	\$1,486,525
Operating Expenses	610,590	640,041	634,163	733,471
Capital Outlay	302	2,635	2,564	6,071
Debt Service	193	216	216	216
TOTAL	\$1,954,267	\$2,070,164	\$2,034,408	\$2,226,283
STAFFING				
Full Time Equivalents (FTEs)	27.76	27.67	27.70	27.78

Summary of Key Funding/Service Issues

Infiltration Drainage: Numerous complaints have been received regarding saturated swales which do not dry out for long periods of time during and after heavy rainfall. Installation of infiltration drainage would remedy this problem. Due to the limited amount of personnel and the cost of materials, the program should be contracted. The projected FY 2001 cost for this program is \$250,000. The approved FY 2001 funding is \$50,000.

Definition of Program and Services

To operate and maintain the South and North Lake Worth Sand Transfer Plants. The North Plant is operated and maintained by County staff through an interlocal agreement between the County and the Town of Palm Beach. Sand transfer requires 24 hour operation as dictated by weather conditions. Pumping is restricted by State permit, and can only be done when winds are from the north, northwest, or northeast. Historically the volume of material at the South plant varies from 30,000 to 70,000 cubic yards per year. The quantity is higher at the North plant due to utilization of a larger engine and main pump. Primary services include:

- ◆ re-furbish adjacent beaches; and
- ◆ aid in maintaining channel depth in inlets.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Cubic yards of sand pumped - North	90,000	n/a	n/a	90,000	90,000
Cubic yards of sand pumped -South Plant	65,000	n/a	n/a	65,000	65,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$434	-	-	-
User Fees/Charges	356	\$260	\$260	\$260
Other	140,959	166,677	176,951	181,184
TOTAL	\$141,749	\$166,937	\$177,211	\$181,444
APPROPRIATIONS				
Personal Services	\$259,416	\$278,267	\$295,043	\$296,471
Operating Expenses	75,474	111,324	107,914	117,016
Capital Outlay	4,755	149	133	50,148
Debt Service	193	216	216	216
TOTAL	\$339,838	\$389,956	\$403,306	\$463,851
STAFFING				
Full Time Equivalents (FTEs)	4.47	4.47	4.48	4.50

Environmental Resources Management

Environmental Enhancement & Restoration

Habitat
Enhancement &
Restoration

Shoreline
Enhancement &
Restoration

Engineering
Services

Natural Resources Stewardship

Resources
Maintenance

Freshwater
Wetlands/
Upland Resources

Maritime Resources

Land Acquisition
& Planning

Mosquito
Control

Resources Protection

Water
Resources
Protection

Development
Review &
Monitoring

Contamination
Cleanup &
Monitoring

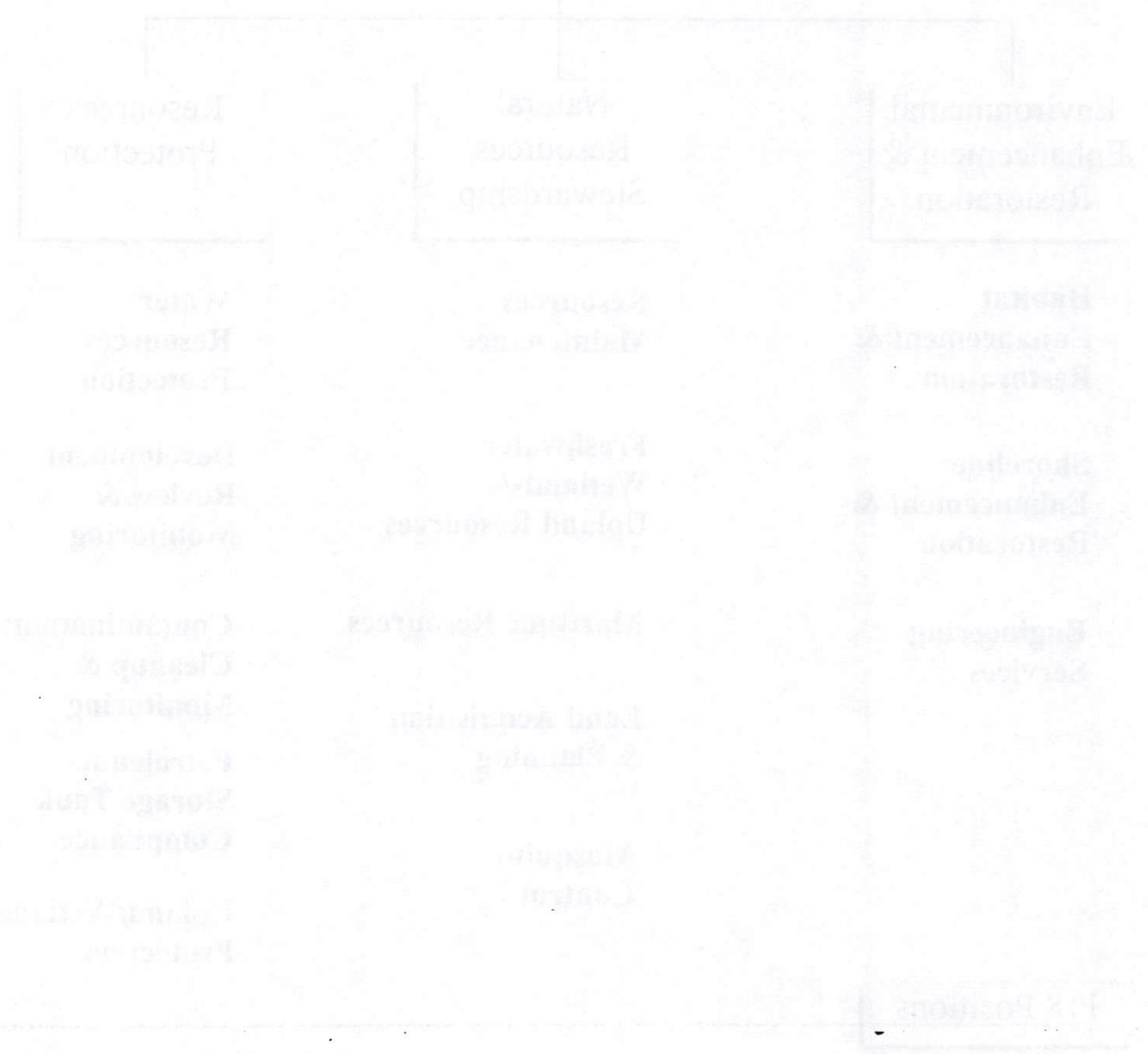
Petroleum
Storage Tank
Compliance

Upland/Wetland
Protection

118 Positions

Environmental Resources

Management



Mission

To establish, maintain, and implement programs for the protection, preservation, and enhancement of the land and water resources of Palm Beach County. Through the accomplishment of this mission, the Department will promote the quality of environment, continued health, safety, and general welfare of residents and visitors to Palm Beach County.

Summary of Services/Facilities

The many diverse services provided by the Department of Environmental Resources Management (ERM) generally fall within three major program areas, Environmental Enhancement

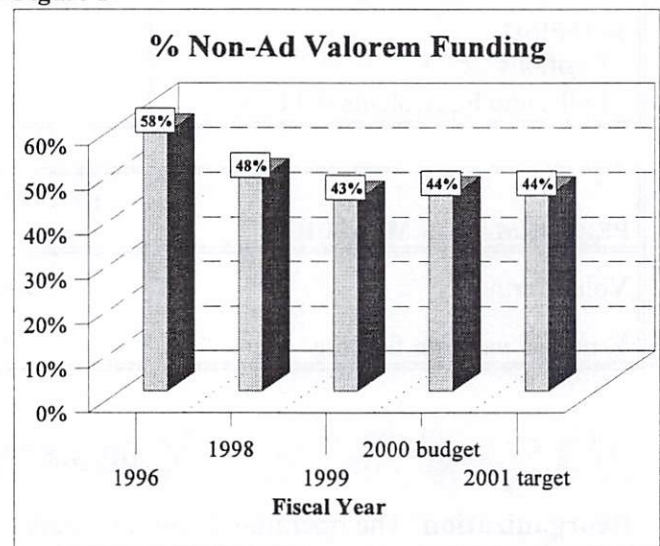
and Restoration, Natural Resources Stewardship, and Resources Protection. The services provided range from annual permitting to major land acquisition and construction projects.

Trends and Issues

Increased Focus on Land Management Activities: The County has acquired 24,658 acres of environmentally sensitive lands (ESL), over 75% of which has been acquired since 1996. Due to the outstanding success of the ESL program, there has been a substantial increase in ESL acreage within the past few years. Two public use facilities were built in 1998, two more in 2000, and four more will be constructed in 2001. There is also a continued need to fulfill the Natural Areas Ordinance requirements and to perform perpetual maintenance of these sites. Monitoring and management of these existing acres as well as acres to be acquired with the additional \$150M bond issue approved in FY 1999 will result in a significant increase in workload in these areas. To date, management and monitoring activities have been funded with interest earned in the Stewardship Endowment Fund.

Non-Ad Valorem Funding Remains Stable: Program funding from non-ad valorem sources dropped from FY 1996 and dropped slightly in FY 1998. Non-ad valorem revenues in FY 1999 were 43% and increase to 44% for FY 2000 and FY 2001 as shown in **Figure 1**. Programs funded 100% by

Figure 1



non-ad valorem funds include the Pollutant Storage Tank Compliance, Contamination Cleanup & Monitoring, and Shoreline Enhancement & Restoration Programs. Programs partially funded by non-ad valorem funds include Freshwater Wetland/Upland Resources, Maritime Resources, Resources Maintenance, Engineering Services, and permitting functions.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$543,264	\$464,000	\$243,527	\$434,100
Grants	1,946,861	335,912	2,167,278	282,702
User Fees/Charges	668,710	970,778	976,999	992,911
Fines & Forfeitures	818,607	500,000	124,910	510,000
Inter-Department Charges	1,268,942	1,429,244	1,354,858	1,349,247
Other	291,859	11,945,810	9,092,185	10,570,310
TOTAL	\$5,538,243	\$15,645,744	\$13,959,757	\$14,139,270
APPROPRIATIONS				
Personal Services	\$5,461,945	\$6,206,408	\$5,850,024	\$6,522,227
Operating Expenses	1,811,161	3,712,586	2,092,890	5,776,609
Capital Outlay	45,920	172,921	13,090	135,743
Debt Service	-	7,825	-	7,968
Grants and Aids	-	720,908	170,000	2,026,383
Transfers	-	-	203,904	-
Reserves	-	9,900,838	-	5,324,103
TOTAL	\$7,319,026	\$20,721,486	\$8,329,908	\$19,793,033
STAFFING				
Positions	111	113	113	118
Full Time Equivalents (FTE's)	111.00	113.00	113.00	118.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Volunteer hours	4,900	n/a	n/a	5,000	5,000
% non ad valorem funding	43%	55% (avg.)	n/a	44%	44%

Significant Changes From Prior Year

Reorganization: The operating budget reflects the final results of a Departmental reorganization which took place during fiscal year 1998, as all functions and staff are fully budgeted within the proper organizations. The divisions were realigned to be more "function oriented". The new divisions are Environmental Enhancement & Restoration, Mosquito Control, Natural Resources Stewardship, and Resources Protection. It has proven to be a positive change with operating efficiencies demonstrated in several areas.

Additional Employees: A total of \$227,962 has been approved to fund five additional positions during FY 2001. A Contract/Grants Coordinator and Field Office Coordinator were approved in Finance & Support Services, an Engineering Assistant I in Environmental Enhancement and Restoration, an Environmental Analyst in Natural Resources Stewardship, and one Environmentalist in Resources Protection.

Definition of Program and Services

To restore and enhance the natural resources of Palm Beach County. The Environmental Enhancement and Restoration Program has become a major component of the County's environmental protection efforts as mandated by the Comprehensive Plan. Primary services include:

- ◆ creation of artificial reefs;
- ◆ enhancement and restoration of wetland and transitional habitats;
- ◆ water quality improvements to natural water bodies;
- ◆ restoration of coastal dunes and hammocks; and
- ◆ shore protection and nourishment of beaches and shores.

Program Objectives for FY 2001

1. Placement of 7,500 tons of artificial reef materials.
2. Enhance or restore 8 acres of dunes.
3. Plant or arrange for the planting of 60,000 trees and plants.
4. Enhance or restore 30 acres of wetlands and adjacent transitional habitat.
5. Attain a moving average of sand added to beaches of 1,300,000 cubic yards.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Tonnage of artificial reef materials	11,200	6,280 (avg.)	n/a	6,000	7,500
Acres of dunes enhanced/restored	n/a	n/a	n/a	6	8
Trees and plants planted or arranged	20,700	n/a	n/a	30,000	60,000
Acres of wetlands and adjacent transitional habitat enhanced/restored	18.4	6 (avg.)	n/a	15	30
Sand added to beaches (moving avg. in cu. yds.)	160,918	716,000	n/a	740,000	1,300,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$289,747	\$255,000	\$34,427	\$225,000
Grants	190,703	51,900	104,750	117,689
User Fees/Charges	4,672	4,718	4,718	20,221
Inter-Departmental Charges	827,656	672,369	636,233	627,199
Other	88,921	853,908	681,379	713,382
TOTAL	\$1,401,699	\$1,837,895	\$1,461,507	\$1,703,491
APPROPRIATIONS				
Personal Services	\$1,222,421	\$1,279,598	\$1,204,163	\$1,322,656
Operating Expenses	408,787	709,667	494,895	886,502
Capital Outlay	2,368	17,998	-	28,919
Debt Service	-	1,487	-	1,514
Reserves	-	768,181	-	579,852
TOTAL	\$1,633,576	\$2,776,931	\$1,699,058	\$2,819,443
STAFFING				
Full Time Equivalents (FTEs)	21.00	21.00	21.00	23.00

Summary of Key Funding/Service Issues

Beach Nourishment: The goal is to attain a moving average of sand added to County beaches of 1,300,000 cubic yards, as shown in **Figure 2**.

Artificial Reef: The goal is to include ships attractive to divers and to increase the tonnage of artificial reefs by 7,500 tons and as shown in **Figure 3**.

Figure 2

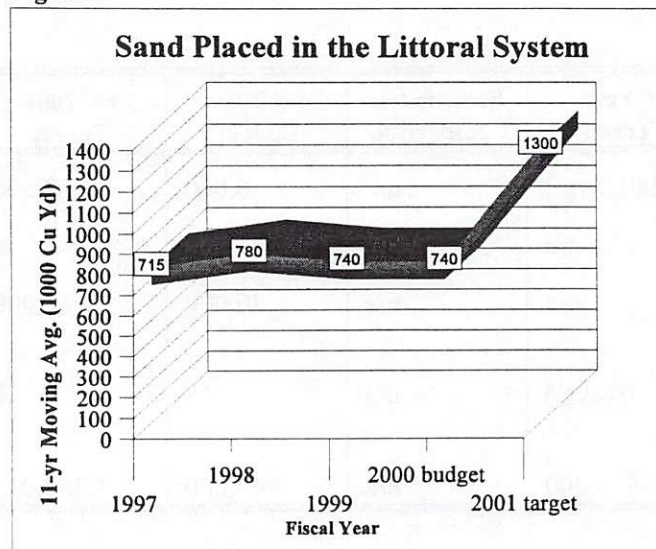
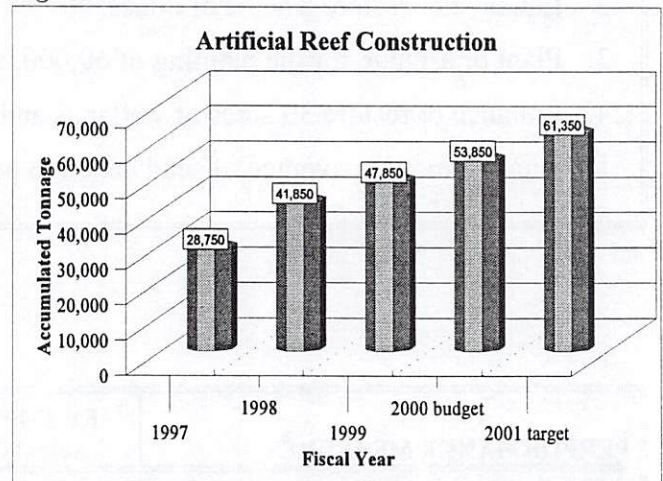


Figure 3



Definition of Program and Services

To acquire, manage, and monitor coastal and inland ecosystems including natural areas acquired/leased by Palm Beach County. To control disease-carrying and pestiferous mosquitoes. Primary services include:

- ◆ acquisition of natural areas;
- ◆ preparation of management plans;
- ◆ monitoring of natural resources;
- ◆ management of natural resources; and
- ◆ control of mosquitoes.

Program Objectives for FY 2001

1. Acquire 6 new conservation land properties (excluding Unit 11).
2. Prepare management plans for two natural areas.
3. Prepare monitoring reports, including maintenance recommendations, for:
 - a. 11 natural areas; and
 - b. 12 enhancement/restoration projects.
4. Conduct 5 prescribed burns on natural areas.
5. Treat 941,430 acres by aerial spraying, 11,960 acres by ground spraying, and 2,140 acres with larviciding for mosquitoes.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Properties acquired (excluding Unit 11)	4	n/a	n/a	6	6
Management plans prepared	0	n/a	n/a	3	2
Monitoring reports prepared for natural areas/greenways	5	n/a	n/a	7	11
Monitoring reports prepared for enhancement/restoration projects	15	n/a	n/a	7	12
Prescribed burns conducted	1	n/a	n/a	5	5
Acres of land treated for mosquitoes	719,890	n/a	946,568	910,000	955,530

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,333,589	\$280,712	\$2,054,278	\$165,013
User Fees/Charges	49,351	11,639	11,604	13,790
Fines & Forfeitures	818,607	500,000	124,910	510,000
Inter-Departmental Charges	430,304	749,945	718,625	717,146
Other	202,456	9,757,491	7,035,116	8,351,832
TOTAL	\$2,834,307	\$11,299,787	\$9,944,533	\$9,757,781
APPROPRIATIONS				
Personal Services	\$2,445,106	\$2,882,749	\$2,783,831	\$3,054,646
Operating Expenses	1,108,231	1,352,215	1,256,941	2,984,181
Capital Outlay	30,391	103,664	3,590	64,833
Debt Service	-	3,756	-	3,825
Grants and Aids	-	720,908	170,000	2,026,383
Transfers	-	-	203,904	-
Reserves	-	9,062,630	-	4,744,251
TOTAL	\$3,583,728	\$14,125,922	\$4,418,266	\$12,878,119
STAFFING				
Full Time Equivalents (FTEs)	52.00	54.00	54.00	56.00

Summary of Key Funding/Service Issues

Management and Monitoring: Additional staff will be required for management/monitoring activities as the acreage of natural areas increases and the number of enhancement/restoration projects also increases. See Figures 4 and 5.

Stewardship Funds: Additional funding sources must be developed for long-term management of natural areas. The long-term goal is to develop funds such that interest earnings would be adequate to meet management needs. Increases in the

number of natural areas and management plans will require additional staff and expenditures for prescribed burns and other land management activities.

Aerial Adulticiding: Increased aerial adulticiding will be required as more residential development occurs west of Florida's turnpike.

Figure 4

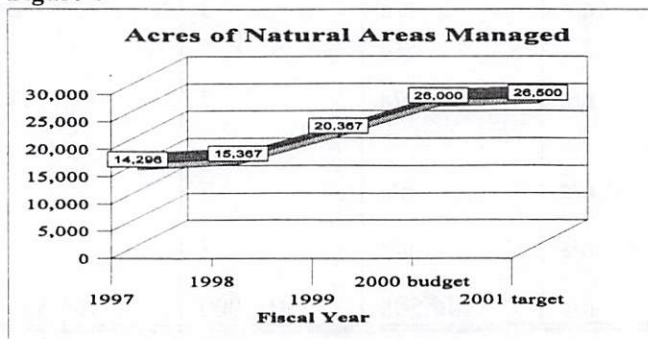
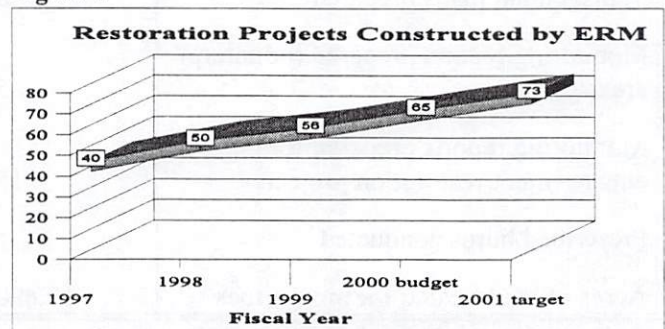


Figure 5



Definition of Program and Services

Environmental assessment, permitting, compliance, and land development review activities necessary for implementation of natural resource protection programs and enforcement of related laws, regulations, and codes. Primary services include:

- ◆ inspections;
- ◆ compliance enforcement;
- ◆ complaint investigations;
- ◆ monitoring land development planning and review; and
- ◆ remediation of contaminated soil and groundwater.

Program Objectives for FY 2001

1. Maintain the percent of non-compliance letters resolved within 120 days at 90%.
2. Maintain the percent of notices/letters processed within 15 days at 90%.
3. Complete 100% of permitting activities within 90 days.
4. Initiate 90% of complaint investigations within 7 days.
5. Complete 100% of monitoring activities within required time frames.
6. Complete 100% of reviews within required time frames.
7. Perform petroleum contamination site cleanup services as required by state contract.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% of non-compliance letters resolved within 120 days of inspection	77%	n/a	n/a	90%	90%
% of notices/letters processed within 15 days	100%	n/a	n/a	90%	90%
% of permits issued within 90 days	100%	n/a	n/a	100%	100%
Complaints	44	n/a	n/a	120	120
% of complaint investigations initiated within 7 days	100%	n/a	n/a	90%	90%
% of monitoring activities meeting required time frames	100%	n/a	n/a	100%	100%
% of reviews completed within required time frames	100%	n/a	n/a	100%	100%
# of active cleanup sites	132	n/a	n/a	250	250

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$253,517	\$209,000	\$209,100	\$209,100
Grants	422,569	3,300	8,250	-
User Fees/Charges	614,687	954,421	960,677	958,900
Inter-Departmental Charges	10,982	6,930	-	4,902
Other	482	1,334,411	1,375,690	1,505,096
TOTAL	\$1,302,237	\$2,508,062	\$2,553,717	\$2,677,998
APPROPRIATIONS				
Personal Services	\$1,794,418	\$2,044,061	\$1,862,030	\$2,144,925
Operating Expenses	294,143	1,650,704	341,054	1,905,926
Capital Outlay	13,161	51,259	9,500	41,991
Debt Service	-	2,582	-	2,629
Reserves	-	70,027	-	-
TOTAL	\$2,101,722	\$3,818,633	\$2,212,584	\$4,095,471
STAFFING				
Full Time Equivalents (FTEs)	38.00	38.00	38.00	39.00

Summary of Key Funding/Service Issues

Applications Processed: Site specific requirements and requirements provided through regulations were identified through the review process. A goal of the review process is to provide better protection of the environment by responding to potential problems before work commences. See **Figure 6**.

Compliance Inspections: The consistency of compliance inspections provides a barometer for determining the level of adherence in the community with state and County laws and regulations. Additional education is provided to the public through regular compliance and follow-up inspections. See **Figure 7**.

Figure 6

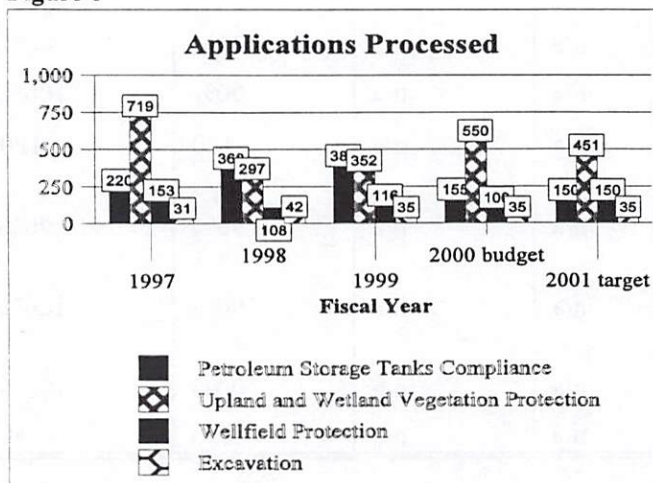
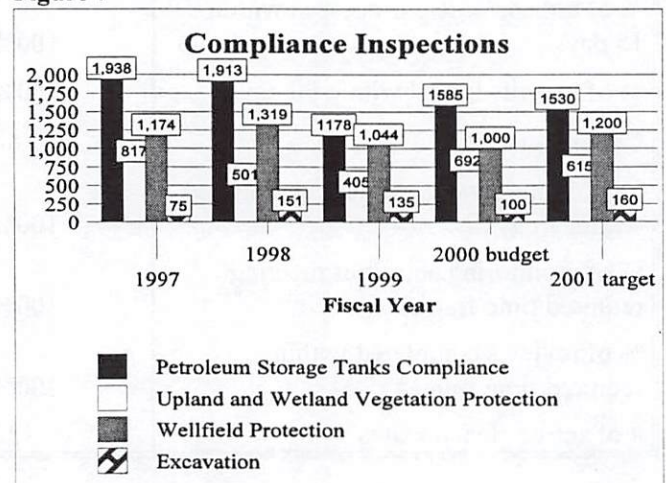
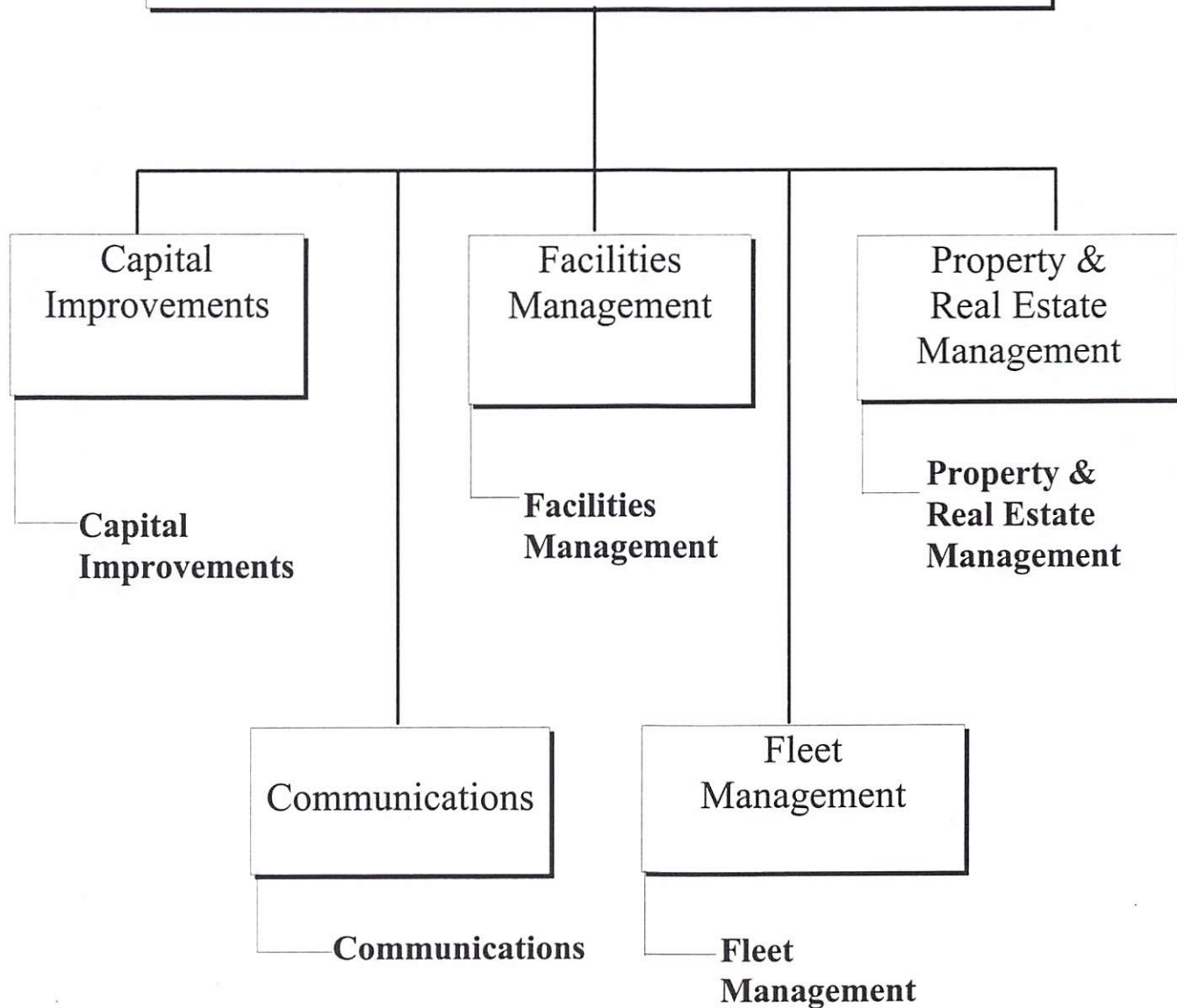


Figure 7



Facilities Development & Operations



410 Positions

4/11/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

2/10/2008

Mission

To build and operate facilities' development projects and undertake facilities and fleet operations that meet the highest quality test in both the short and long term. To define quality as cost effectiveness and operational appropriateness when measured by the public, the user, and the community. To use each individual's experience and knowledge to create high performance teams.

Summary of Services/Facilities

The Facilities Development and Operations Department (FDO) is responsible for siting, building, and operating the County's physical plants, major equipment, fleet, and communications systems. Five departmental programs fulfill these responsibilities: Property and Real Estate Management, Capital Improvements, Communications, Facilities Management, and Fleet Management.

These programs serve County agencies as well as Constitutional Officers and several State agencies. The Department is responsible for the implementation of hundreds of capital projects annually and the maintenance and operation of more than 600 structures and a fleet of more than 3,000 vehicles and pieces of equipment.

Trends and Issues

Industry Involvement: During the past years, the Department has focused on involving industry in all of its programs. Partnerships with industry have resulted in cost savings, reduced number of bid protests and construction claims, increased participation by minority businesses, reduced delivery times, and increased quality and life of the product delivered. Continuing these existing partnerships and developing new relationships will be especially critical in the coming years when County funding constraints and favorable private market conditions will require the County to find new ways of doing business while utilizing all available resources.

Seamless Provision of Facility Services: In order to increase customer service, the Department is working toward the seamless provision of facilities' services. By fully accepting these responsibilities, customers, the other County and State agencies, will be able to focus their efforts on fulfilling their missions. They will then hold this Department as the single entity accountable for managing facilities

related issues. Single point accountability, responsiveness, and effective communications are the three areas of highest customer concern. In certain program areas, additional staffing is required to adequately maintain the assets as well as provide the level of interaction and response time desired by customers.

Integration of Capital Asset Management Systems with Operating Systems: Each program has automated its individual operation. As a result, separate automated systems exist for capital asset management systems and work order/accounting systems. In order to forecast and plan for future resource requirements and maximize the utilization of existing resources, an integrated fiscal, operating and capital management system is necessary. Funds are currently allocated for the design of such a system and additional resources will be required to fully integrate the system. This integration will allow for the creation of a Public Building Renewal/Replacement Fund in FY 2003.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	467,489	\$394,000	\$394,155	\$405,000
Fines & Forfeitures	275	600	600	200
Inter-Departmental Charges	6,512,351	7,011,202	6,766,500	7,526,228
Other	718,374	3,305,148	4,243,530	2,451,721
Central Services Charges	12,555,132	14,742,814	14,719,463	17,917,420
TOTAL	\$20,253,621	\$25,453,764	\$26,124,248	\$28,300,569
APPROPRIATIONS				
Personal Services	\$17,267,104	\$19,482,064	\$17,643,054	\$21,025,261
Operating Expenses	14,195,916	17,861,358	17,892,859	21,968,162
Capital Outlay	5,387,560	7,450,362	6,582,164	6,693,118
Reserves	-	623,989	-	1,068,150
TOTAL	\$36,850,580	\$45,417,773	\$42,118,077	\$50,754,691
STAFFING				
Positions	392	396	398	410
Full Time Equivalents (FTEs)	384.90	388.90	390.90	402.90

Preventive Maintenance and Aging Assets:

Significant development of County facilities took place during the late 1980's and early 1990's. Currently, the bulk of the County's facilities are approaching critical periods in the lives of their major and critical building systems and equipment. Tough decision making, in both financial and daily operations management, will be required to maximize the effective useful lives of the systems and equipment. In lieu of additional manpower, the Department will face significant challenges in balancing its resources between preventive maintenance, trouble calls, and user demands which are often "wants" as opposed to "needs."

Increase in Repair and Maintenance Costs: The additional facilities constructed and occupied in FY 1999 will require increases in the repair and

maintenance budget lines to service the additional building systems and equipment which will be out of warranty.

Standardization of Building Materials and Systems: With the number of buildings and associated systems as well as communications systems, reducing the diversity in systems is going to be critical to training staff in operation and repair, reducing time for preventive maintenance (which will allow a slower increase in staffing levels to maintain new systems), maintain response time for system failures, and minimizing inventory. The two biggest challenges are going to be developing technical specifications and parameters which meet the diverse needs of the County and maintaining a competitive procurement environment.

Significant Changes from Prior Years

The following supplemental funding requests were approved for the FY 2001 budget:

Capital Improvements Division: Due to the

approval of the Convention Center project and in order to increase the level of service dedicated to capital projects, thus, ensuring better compliance with contract and permitting conditions, three

positions were added for FY 2001. **Fiscal Impact \$141,168.**

Communications: In order to maintain the Courthouse security system at an acceptable level, support the Palm Tran radio system and take over responsibilities of telecommunication services at PBIA, three positions were added. **Net Fiscal Impact: \$104,671.**

To become more efficient and effectively maintain the countywide voice network and associated voice systems, a system network management system was approved (SNMP). **Fiscal Impact: \$34,000.**

Communications - 800 MHz: This new organization was established in LGFS with 5 positions added to support the new 800 MHz Trunked Radio System due to come on-line in the spring of 2001. **Fiscal Impact: \$158,227.**

Facilities Management: In order to maintain the outside appearances of existing and new buildings openings in the Facilities Northern region, an irrigation technician has been added. **Fiscal Impact: \$35,708.**

Definition of Program and Services

To provide a full range of architectural, engineering, contract, and project management services directed toward insuring the highest possible quality and value in the design and construction of all County capital projects. Primary services include:

- ◆ procure architectural and engineering services for capital projects;
- ◆ administer bids and other procurement related activities for capital projects; and
- ◆ administer capital project construction activity.

Program Objectives for FY 2001

1. Continue to improve the capital project implementation process through the utilization of proven, effective program management techniques.
2. Continue to improve the quality of architectural and engineering services by retaining a better caliber of consultants. Although design fees may increase, staff costs will decrease due to less time required to monitor the consultant's work. Construction time and costs will also decrease due to fewer change orders related to errors and omissions.
3. Provide for consistency in mechanical and electrical facilities (e.g., plumbing and lighting fixtures) by developing standards which are applicable to all Capital Improvement Projects. Standardization will result in increased customer satisfaction, reduced maintenance costs, and reduced design fees.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Consultant agreements executed	129	n/a	n/a	130	130
Value of consultant agreements executed	\$2,217,354	n/a	n/a	\$2,600,000	\$2,300,000
Construction contracts/projects executed	24	n/a	n/a	25	25
Value of construction contracts/projects executed	\$24,764,005	n/a	n/a	\$30,000,000	\$26,000,000
Overall percentage of M/WBE participation	19%	n/a	n/a	20%	19%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$3	-	\$11	-
Inter-Departmental Charges	1,314,272	\$1,221,504	1,371,120	\$1,422,400
Other	209	-	428	-
TOTAL	\$1,314,484	\$1,221,504	\$1,371,559	\$1,422,400
APPROPRIATIONS				
Personal Services	\$1,242,753	\$1,454,690	\$1,340,945	\$1,653,658
Operating Expenses	208,915	281,518	274,926	326,219
Capital Outlay	3,329	-	-	19,882
TOTAL	\$1,454,997	\$1,736,208	\$1,615,871	\$1,999,759
STAFFING				
Full Time Equivalents (FTEs)	21.00	21.00	22.00	25.00

Summary of Key Funding/Service Issues

Construction Market Conditions: The construction market conditions in the private sector and Palm Beach County are generally favorable. The result is reduced interest in County work by both consultants and contractors, thus driving project costs upward. Creative design, procurement, and construction solutions are necessary, with the assistance of industry, in order to implement the County's capital program.

Convention Center and Airport Center Buildings: These projects will challenge the Division's resources. An outside consultant will help to manage the Convention Center project, as well as additional staff will be added to the Division. Note: FY 2001 target measures do not include these two projects.

Developability and Environmental Surveys: The Department will continue its evaluation of the existing and pending environmental conditions (technical, commercial and legislative) for the

purpose of identifying opportunities for increased developability of County lands and reduced developmental costs.

Development of Design Standards: Creation of minimum design standards is going to be the key to achieving departmental movement to standardization of materials and systems. In addition, the standards will allow for reduced design costs and shorter design times.

Fire Station Development: Fire-Rescue has a very aggressive station development program in order to increase the level of service in rapidly growing unincorporated areas. Of particular challenge will be the simultaneous design of several prototypical stations, maintaining design consistency, reasonable costs, and few change orders, while delivering the stations in an expected fashion. A new approach to procurement of design services has been initiated, and will be proven in FY 2001.

Definition of Program and Services

To provide telecommunication and electronics services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ design systems, develop equipment specifications, and conduct technical reviews.
- ◆ acquisition, maintenance and management for all telecommunications and electronics systems.
- ◆ technical and user support to include maintenance for: Fire/intrusion alarms, Security Systems, Audio/Visual/Recording, and CCTV; local government Radio network, Palm Tran, and EMS; County owned telephone systems and services.
- ◆ project management for the countywide 800 MHz Communication System.
- ◆ manage and optimize the County's telecommunications voice and data network.
- ◆ work with ISS to maximize the utility of the voice and data networks.

Program Objectives for FY 2001

1. Complete the implementation of a countywide 800 MHz communication system; transition to, managing and maintaining the network.
2. Establish an adequate inventory of audio visual equipment.
3. Develop and implement a Video Teleconferencing program within the County.
4. Exceed equipment availability and response standards.
5. Reduce telecommunications charges through aggressive management.
6. Ensure telecommunication and electronic systems are in compliance with ADA, Fire, and Safety Standards.
7. Develop requirements and solution for wireless data communications within the County.

Summary of Key Funding/Service Issues

Courthouse Security System: Immediate replacement of obsolete security cameras no longer being manufactured is necessary (estimated at 319 cameras). An additional technician is warranted to provide the redundant organizational depth needed to maintain the system, (as well as other systems throughout the County) and to identify and tag all related security wiring with the courthouse complex.

Electronic Technician Training: With the introduction of new technologies and new software based electronic products that are computer-processor controlled, technicians are now responsible for numerous diverse electronic

subsystems that are extremely complicated and require electronic technicians with a new set of skills. The training budget must reflect this.

Implementation of 800MHz System: The majority of the funding for the \$28 million 800 MHz communications system will be spent in the final year of the program between March 2000 and March 2001. Departmental budgets for the migration of the Fire-Rescue, EMS, and the enterprise fund departments including Water Utilities, PZ&B, and Airports are included in the FY 2001 budget.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$7	-	\$9	-
Inter-Departmental Charges	321,418	\$586,209	\$357,750	\$619,478
Other	2,381	-	2,018	-
TOTAL	\$323,806	\$586,209	\$359,777	\$619,478
APPROPRIATIONS				
Personal Services	\$2,052,017	\$2,380,009	\$2,135,504	\$2,586,248
Operating Expenses	1,908,872	2,173,526	2,170,378	2,402,863
Capital Outlay	41,030	55,700	55,700	88,170
TOTAL	\$4,001,919	\$4,609,235	\$4,361,582	\$5,077,281
STAFFING				
Full Time Equivalents (FTEs)	41.00	42.00	43.00	51.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Communications Work Orders:					
CWO processed	3,683	n/a	n/a	2,700	4,000
Trouble reports processed	5,170	n/a	n/a	4,300	5,300
Systems/devices maintained:					
Telephone	7,120	n/a	n/a	6,700	7,200
Radio	1,798	n/a	n/a	1,750	1,900
Fire /intrusion/Security Systems	203	n/a	n/a	202	230
Audio Visual/CCTV Systems	722	n/a	n/a	425	800
Equipment Availability:					
Telephone	95%	n/a	95%	95%	95%
Radio	99%	n/a	95%	95%	95%
Central Recording	100%	n/a	95%	95%	95%
Palm Tran electronics	99%	n/a	100%	100%	100%

O & M - 800MHz System: Communications has been given management and maintenance responsibilities for the system upon fielding (March 2001). It is anticipated that the operational costs will be \$1 million per year.

Palm-Tran Electronic Systems: The manpower requirement to support the 800 MHz conventional radio backbone network, mobile and portable radios, public address systems, electronic sign systems, voice annunciation systems, and CCTV currently operating within the fleet is approaching more than 3,000 hours annually.

Telephone System Projects: Communications Division has assumed the responsibility for telecommunication services at PBIA.

Wireless Data Network: The Communications Division is developing requirements for a wireless data system to support mobile data requirements for Fire-Rescue and several public works agencies, including PZ&B. It is anticipated that the budget for this project will be submitted as part of the FY 2002 budget request.

Definition of Program and Services

To operate and maintain County facilities and provide associated services to the County departments, Constitutional Officers, and the public. Primary services include:

- ◆ preventative and corrective maintenance, as well as replacement of equipment and related systems in County owned buildings;
- ◆ custodial/janitorial and landscaping services at designated buildings/sites;
- ◆ security services, including day and night manned posts, patrol services and security surveys;
- ◆ operation of the parking facilities associated with the Governmental Center and Judicial Center complexes; and
- ◆ facility related emergency response services after hours;
- ◆ facility set up of shelters and the Special Care Unit in case of adverse weather conditions

Program Objectives for FY 2001

1. Extend the life cycle of County facilities and associated assets by revising the Preventive Maintenance (PM) programs and increase PM work order count to 25% of total work orders completed.
2. Planned maintenance, improvements, enhancements and general beautification of external properties.
3. Increasing customer satisfaction by responding promptly to work requests, thereby decreasing response time by an average of one-half day.
4. Enhancing parking revenues by constantly monitoring garage utilization of daily/monthly parking spaces and reallocating available spaces to the public.
5. Decrease the number of service call backs and custodial complaints by an average of 5% annually.
6. Securing County facilities in case of inclement weather conditions and restoring sites.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Maintenance cost per square foot	\$1.91	n/a	n/a	\$1.97	\$1.98
Response time to work orders (days)	11	n/a	n/a	8	7.5
Cleaning cost per square foot	\$0.88	n/a	n/a	\$1.01	\$0.98
Custodial complaints	18	n/a	n/a	70	70
Ratio of preventative maintenance to corrective maintenance performed	1:8	n/a	n/a	1:4	1:4
Security surveys conducted	13	n/a	n/a	11	12
Average daily peak (parking) occupancy	82%	n/a	n/a	90%	90%
Public parkers accommodated	207,578	n/a	n/a	230,000	230,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$467,422	\$394,000	\$394,043	\$405,000
Fines & Forfeitures	275	600	600	200
Inter-Departmental Charges	4,833,229	5,038,923	4,943,440	5,299,300
Other	18,475	2	16,346	-
TOTAL	\$5,319,401	\$5,433,525	\$5,354,429	\$5,704,500
APPROPRIATIONS				
Personal Services	\$10,041,777	\$11,218,251	\$9,788,277	\$11,874,257
Operating Expenses	6,277,219	8,305,160	7,756,354	9,756,869
Capital Outlay	79,513	132,986	128,043	103,730
TOTAL	\$16,398,509	\$19,656,397	\$17,672,674	\$21,734,856
STAFFING				
Full Time Equivalents (FTEs)	241.90	241.90	241.90	242.90

Summary of Key Funding/Service Issues

Benchmarking: Facilities Management has participated in and completed the first national survey in the design, costs, and facility services of Courthouses. The knowledge gained from this survey will be used to carry out cost-effective services for customers.

Criminal Justice Complex: The ACA Jail Accreditation Standards Committee has completed their review and has awarded the CJC and Stockade a 100% rating on all mandatory accreditation requirements. Respectively, CJC and Stockade received a 97.2% and 97.4% on the standard accreditation requirements. These ratings are only awarded to 3% of all national jails.

Cost Reduction Program: Facilities Management has developed and introduced an extensive "value analysis" program for the replacement of building systems. Components with new technological improvements are examined to obtain better value for monies expended. Cross functional teams are reviewing price agreements, with an eye toward multiple applications, cost reduction, cost avoidance, cost containment, and quality.

Materials Management: The Activity Based Costing concept of inventory management is currently being implemented in the Division. This process will enhance the operational efficiency of the Division by decentralizing the materials resource optimization requirements to the Zones. Inventory items with characteristics of high price, long lead time, and unique requirements will be centralized at the Division's central warehouse.

Systems Replacements: Continuous replacement of older lighting systems with the T-8 lighting/ballasts has resulted in significant energy savings to the County. Rebates from FPL and reduced energy consumption costs will result in early pay back for this program. With the price of energy rising, this program will help contain costs.

Service Agreement: Agreements have been completed or are in progress for numerous BCC agencies. These agreements have defined FMD's responsibilities and have dramatically improved the delivery of services to the Division's customers by developing accurate PM schedules and coordinating work management.

Definition of Program and Services

To manage the County's fleet management program. Primary services include:

- ◆ manage the equipment/vehicle policy fund, including specifications, acquisitions, assignment, funding, and disposal;
- ◆ provide preventive (PM) and corrective (CM) maintenance services on vehicles and equipment; and
- ◆ purchase fuel and manage County fueling sites.

Program Objectives for FY 2001

1. Decrease process time of placing in service; new vehicles and equipment, and disposing of retired vehicles and equipment. Centralize these processes, along with the subcontracting of body repairs and preventive maintenance scheduling.
2. Bring on line the new fuel site located at new southwest Sheriff's district station.
3. Complete the process of adding Parks & Recreation specialized equipment (150 pieces of equipment) into Fleet's replacement policy fund.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Percent scheduled repairs vs all repairs completed	62%	n/a	50%	55%	55%
Labor rate (\$/hour)	\$43	n/a	\$56	\$45	\$45
Productivity (% of billable hours vs. available hours)	115%	n/a	80%	100%	100%
Equipment availability (%)	95%	n/a	95%	95%	95%
Vehicles/equipment per mechanic	108	n/a	n/a	95	96
Replacement policy - average age of equipment (years)					
On road	4.3	n/a	n/a	4.0	4.0
Off road	4.3	n/a	n/a	4.5	4.5

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$697,168	\$3,305,146	\$4,224,450	\$2,451,721
Central Services Charges	12,555,132	14,742,814	14,719,463	17,917,420
TOTAL	\$13,252,300	\$18,047,960	\$18,943,913	\$20,369,141
APPROPRIATIONS				
Personal Services	\$3,070,902	\$3,360,605	\$3,358,578	\$3,658,241
Operating Expenses	5,612,636	6,824,690	7,437,155	9,170,203
Capital Outlay	5,263,580	7,238,676	6,375,421	6,472,547
Reserves	-	623,989	-	1,068,150
TOTAL	\$13,947,118	\$18,047,960	\$17,171,154	\$20,369,141
STAFFING				
Full Time Equivalents (FTEs)	63.00	64.00	64.00	64.00

Summary of Key Funding/Service Issues

Additional Personnel: An on-call Clerical Specialist has been approved to help with seasonal work loads in administrative and control desk offices. The cost of the on-call position will partly be offset by not using temporary employment contract employees.

Parks & Recreation: Adding Parks & Recreation's specialized equipment to the replacement policy fund will raise capital expenditures for Fleet's budget, but will also increase revenue. Parks & Recreation's capital expenditure will be reduced accordingly.

Fire Rescue: Fire Rescue is exploring merging into Fleet's Automated Information System. This

will cause additional work for this Section. Further research is needed to determine how much of an impact this will create.

Rising Gasoline Prices: Gasoline prices are rising at record rates and the trend looks like it will continue. This has the potential to cause shortfalls in fuel budget accounts. Conservation efforts have been recommended to fuel users.

Vehicle Abuse Notification Program: This program will be implemented to alert departments of instances of vehicle abuse. This should help reduce maintenance costs and help departments identify operators that abuse their vehicle.

Definition of Program and Services

To provide a full range of real estate services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ acquire property and dispose of surplus properties;
- ◆ administer leases for County leased facilities;
- ◆ coordinate civic site acquisitions and use;
- ◆ provide technical support for development of County Facilities; and
- ◆ respond to public inquires/complaints concerning County property.

Program Objectives for FY 2001

1. Increase the number of properties disposed of by 50%.
2. Increase the number of properties acquired by 50%.
3. Continue to acquire properties at or below appraised value.

PERFORMANCE MEASURES	1998-99 Actual	5 Year Trend	Benchmark Comparison	1999-2000 Budget	FY 2001 Target
Properties acquired (purchased, dedicated or long term lease)	151	n/a	n/a	110	250
Acquisitions avoided through the use of civic sites	2	n/a	n/a	2	1
Number/percentage of County funded properties acquired at/below appraised value	9/75%	n/a	n/a	12/100%	15/100%
Revenues generated from sale/cash out of surplus/civic site properties	\$1,375,200	n/a	n/a	\$990,000	\$800,000
# of properties disposed	n/a	n/a	n/a	n/a	30

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$57	-	\$92	-
Inter-Departmental Charges	43,432	\$164,566	94,190	\$185,050
Other	141	-	288	-
TOTAL	\$43,630	\$164,566	\$94,570	\$185,050
APPROPRIATIONS				
Personal Services	\$859,655	\$1,068,509	\$1,019,750	\$1,252,857
Operating Expenses	188,274	276,464	254,046	312,008
Capital Outlay	108	23,000	23,000	8,789
TOTAL	\$1,048,037	\$1,367,973	\$1,296,796	\$1,573,654
STAFFING				
Full Time Equivalents (FTEs)	18.00	20.00	20.00	20.00

Summary of Key Funding/Service Issues

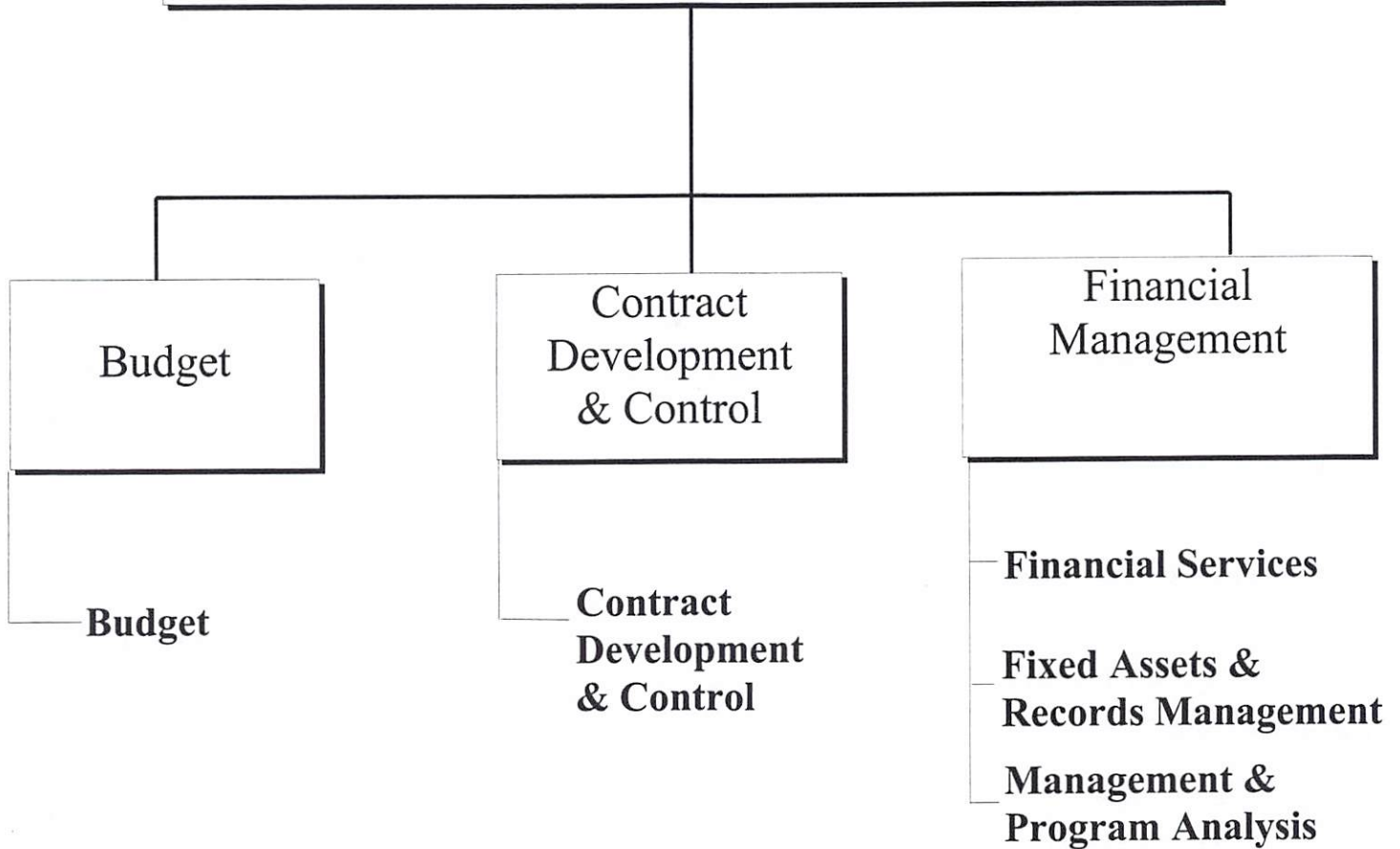
Additional Programs: The Ag Reserve and Environmentally Sensitive Lands Programs comprise a majority of the property acquisition work within the Division. Combined with increases in general government acquisitions, staff is projecting a 50% overall increase in acquisitions this fiscal year.

Construction Coordination: PREM provides substantial technical real estate services in support of the design and construction of facilities. The increase in facilities under design and/or construction has significantly increased demand for the Division's services.

Surplus Property Dispositions: This focus for this year will be on prompt and efficient disposition of tax foreclosure properties as they are acquired.



Office of Financial Management & Budget



42 Positions

Mission

To maintain the sound financial condition of County government by providing management with timely and accurate decision-making information regarding policy and operating issues; advising the Board of County Commissioners and the County Administrator on the availability and allocation of fiscal resources; monitoring and reporting budget and operational performance; conducting independent studies for improvement; establishing financial policies and procedures to govern operating practices; and providing centralized control over County assets, records, and contractual obligations.

Summary of Services/Facilities

The Office of Financial Management and Budget (OFMB) is responsible for the direction, administration, and evaluation of the County's financial management systems. Primary services involve: preparing and administering the annual budget; providing advice and assistance to County staff; evaluating the fiscal impact of Board agenda items; conducting studies of County programs and assisting with the implementation of recommended improvements; planning for future financing needs; developing countywide financial policies;

maximizing the collection of monies due the County; preparing and reviewing formal contracts; administering the impact fee ordinance; conducting periodic inventories and reconciliations of fixed assets; and administering the records management program.

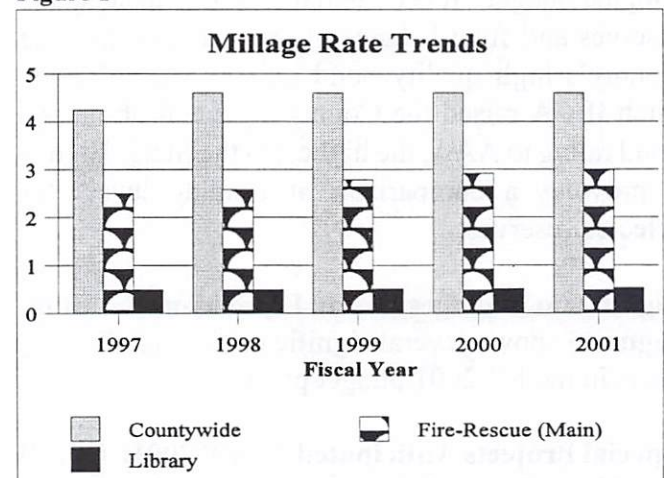
OFMB is comprised of three Divisions: Budget, Contract Development and Control (CDC), and Financial Management.

Trends and Issues

Pressure on Ad Valorem Tax Rate: After reducing or maintaining the countywide millage rate for eight consecutive years, the FY 1998 budget had a millage rate of 4.60, an 8.6% increase over the prior year rate. At that time, the Library Taxing District held its millage rate constant while the Fire-Rescue District increased its millage with the removal of the Town of Jupiter to a separate MSTU. For FY 2001, the countywide rate has been held constant but the Library and the Fire-Rescue Districts again found it necessary to increase due to higher demands for service. **Figure 1** shows the trend of millage rates.

Countywide Ad Valorem Tax Rate Held Constant: The move in FY 1998 to increase the countywide millage to 4.60 mills was necessitated in large part by reduced balances forward and reserves. Based on OFMB's five-year projections, a constant

Figure 1



millage rate of 4.60 mills will be sufficient to maintain existing operations without the need for additional taxes. The FY 2001 budget was balanced without a millage increase. In doing so, a

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$125,378	\$145,613	\$132,354	\$135,856
Other	146,114	135,000	100,034	100,000
TOTAL	\$271,492	\$280,613	\$232,388	\$235,856
APPROPRIATIONS				
Personal Services	\$2,352,472	\$2,595,792	\$2,398,355	\$2,662,256
Operating Expenses	507,929	600,164	599,792	653,170
Capital Outlay	21,923	48,300	48,000	40,640
TOTAL	\$2,882,324	\$3,244,256	\$3,046,147	\$3,356,066
STAFFING				
Positions	40	42	41	42
Full Time Equivalents (FTEs)	40.00	42.00	41.00	42.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Bond ratings (Moody's)	AA2	AA2	A1	AA1	AAA
Overall customer satisfaction rating	n/a	n/a	n/a	n/a	n/a

considerable amount was cut from departmental supplemental requests and capital outlay and a number of higher service level proposals were not funded. However, the Reserve for Balances Forward has been increased by \$3.1 million from the FY 2000 adopted budget. It is essential to maintain adequate reserves and fund balance in order to maintain the County's high quality bond ratings. In FY 2000, Fitch IBCA raised the County's general obligation bond rating to AAA, the highest in the State. **Figure 2** provides a comparison of funding levels for selected reserves.

Significant Changes in Tax Equivalent Funding: **Figure 3** shows several significant factors affecting taxes in the FY 2001 budget process.

Special Projects Anticipated for FY 2001: OFMB provides financial advice and assistance to departments and Administration on a variety of projects and issues. **Figure 4** provides examples of major projects staffed by OFMB.

Figure 2

Comparison of Funding Levels for Selected Reserves			
Reserve Title	FY 1996	FY 2000	FY 2001
Balances Forward Reserves	\$18,000,000	\$41,262,347	\$44,423,455
Tax Stabilization Reserve	\$9,990,702	\$0	\$0

Figure 3

Significant Budget Factors	
Budget Factor	Fiscal Impact (in millions)
Increase in budget requests of Constitutional Officers (net)	\$16.6
Increase in Debt Service	\$2.4
Decrease in Major Revenues	\$3.4
Increase in BCC Department Budget Requests	\$15.8

Figure 4

- Bond Financing and Refinancing
- Convention Center and Arena
- Special Assessment Billing
- Impact Fees Update
- In-House Collection Program

Significant Changes From Prior Year

Bar Code Conversion of Fixed Assets: The conversion of all County fixed assets to bar code has been completed. County staff has been trained to use the bar code scanners. The next step is to bar code all facilities/rooms numbers. This system will enhance the internal controls of the annual inventory process.

Impact Fees Increase: In FY 1999 the Board of County Commissioners approved increasing impact fees for roads, Fire-Rescue, libraries, and parks. The Board increased public buildings, schools, and law enforcement patrol impact fees to 95% of the authorized amount. It is anticipated that the increases will generate an additional \$14 million annually.

Definition of Program and Services

To prepare and administer the County's annual budget in accordance with Florida Statutes and policies of the Board of County Commissioners and fulfill an oversight role on behalf of County Administration and the Board of County Commissioners. In addition, this program provides general advice and assistance to County departments, members of the public, media representatives, and other units of government. Primary services include:

- ◆ prepare the County's annual operating and capital budgets;
- ◆ analyze and process all changes to the adopted budget;
- ◆ plan for future operating and capital requirements;
- ◆ report on financial trends and issues, status of major projects, and departmental performance measurement data;
- ◆ review and comment on the fiscal impact of Board agenda items; and
- ◆ provide financial expertise, assistance, and information to the Board, Administration, departments, citizens, and media representatives.

Program Objectives for FY 2001

1. Refine the financial forecast model to provide a more reliable estimate of future funding requirements.
2. Maintain Semi-Annual and Annual Report turnaround time at 45 calendar days.
3. Achieve GFOA's "Especially Notable" designation in at least one of the four rating categories.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Agenda items reviewed	1,842	n/a	n/a	1,800	1,800
Budget transfers/amendments reviewed	1,393	n/a	n/a	950	950
Budget availability statements prepared	649	n/a	n/a	900	900
Avg. calendar days from end of qtr. to: release of County Administrator's Report	40 52	n/a n/a	n/a n/a	45 45	45 45
release of Capital Projects Report					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$932,848	\$1,018,100	\$892,649	\$951,803
Operating Expenses	190,083	164,096	195,933	175,899
Capital Outlay	2,089	6,400	6,400	11,000
TOTAL	\$1,125,020	\$1,188,596	\$1,094,982	\$1,138,702
STAFFING				
Full Time Equivalents (FTEs)	15.00	15.00	13.00	13.00

Summary of Key Funding/Service Issues

Five Year Forecasting Refined: The FY 2001 budget process incorporated five-year projections formulated for the FY 2000 budget. During FY 2000, the basic assumptions were reviewed and updated. Additionally, information on pending debt issuances has been added.

Budget Office Involved in Special Projects: During FY 2000, Budget Office staff participated in several special projects including costing of the Comprehensive Plan, costing of the Growth

Management Plan and placing non-ad valorem special assessments on the property tax bill. These projects will carry on into FY 2001, providing an ongoing challenge to staff.

Several staff members of the Budget Division have been chosen for a Countywide GASB 34 implementation team. Their work will carryover into FY 2001 as the County gears up for what the GFOA calls one of the "most important changes in the history of accounting and financial reporting for local governments".

Definition of Program and Services

To serve as the clearing house for coordinating all formal contracts in compliance with Board policies. Standardized contracts are developed to facilitate the initiation, completion, and approval process. Primary services include:

- ◆ review contracts, agenda items/RFPs/bid documents;
- ◆ participate in contract negotiations by assisting with drafting and developing contracts;
- ◆ make site visits to departments to determine compliance with County policies relating to terms/conditions of contracts;
- ◆ compile M/WBE statistical data and Change Orders/Amendment reports;
- ◆ maintain a database register for tracking, updating, and monitoring contracts;
- ◆ provide reports on a monthly basis to BCC Members and the Clerk's office in relation to contract change activities and to management team and department heads relating to contract expiration; and on a quarterly basis to contract monitors;
- ◆ draft/review countywide policies and procedures pertaining to contracts; and serve as a voting member on numerous countywide committees.

Program Objectives for FY 2001

1. Perform periodic reviews of operating departments to evaluate contract procedures and verify compliance.
2. Provide four Contract workshop training sessions to County employees.
3. Revise and update automated Purchasing log.
4. Assist in the development of and become the repository of standard contracts.
5. Investigate the feasibility of having the Contract Register go on line on the County's Intranet.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Agenda items reviewed and processed	1,238	+25%	n/a	1,120	1,120
Agenda items requiring rework	54	n/a	n/a	68	76
COs, etc., reviewed and processed	1,264	+20%	n/a	1,200	1,250
New contracts reviewed and processed	466	-14%	n/a	600	600
\$ value (mil.) new contracts reviewed	\$234	+ 37%	n/a	\$150	\$200
Contracts monitored	1,577	- 10%	n/a	3,000	2,000
\$ value (mil.) of contracts monitored	\$811	- 2%	n/a	\$600	\$700
Procurement items reviewed/processed	125	n/a	n/a	90	70

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$369,018	\$385,259	\$385,302	\$404,539
Operating Expenses	46,840	46,667	40,408	45,348
Capital Outlay	2,248	2,000	2,000	2,140
TOTAL	\$418,106	\$433,926	\$427,710	\$452,027
STAFFING				
Full Time Equivalents (FTEs)	6.00	6.00	6.00	6.00

Summary of Key Funding/Service Issues

Revenue Generating Contracts: During FY 2001, OFMB/CDC will continue to work with departments to explore opportunities to enter into and develop revenue producing contracts to increase revenue to the County.

Continuation of Contract Site Visits: In FY 2000, OFMB/CDC continued site visits to various County agencies to review contracting procedures. Expertise of CDC shared through site visits for FY 2001 will assist the County in standardizing contracting procedures and documents, as well as enforcing compliance with Board policies. This program has been beneficial to County departments, as evidenced by feedback and responses to CDC reports. CDC will be doing mostly follow up visits in FY 2001.

CDC Expands Review Role: At the direction of the County Administrator, CDC has assumed a more active role in the front-end development of contracts, RFPs, IFBs, and other specification documents as well as participation on selection and

negotiation committees. In addition, the Division was assigned responsibility for reviewing contracts that are executed at the staff level. During the past year, the expanded review role led to a better product being realized by the County. This expanded role will continue in FY 2001.

Countywide PPM Review: CDC serves on the Countywide PPM Review Committee, which is in the process of reviewing all existing Countywide PPM's and reviews all proposed new PPM's. The Committee has decreased and combined older PPM's.

Continuation of Monthly Expiration Reports: In order to assist County agencies in the renewal of existing contracts in a timely manner, CDC continues to furnish the management team and department heads with monthly reports at three and six month intervals for expiring contracts. The number of late renewals for existing contracts has decreased significantly.

Definition of Program and Services

This program consists of Impact Fee Administration, County Collections, and Debt Administration. Primary services include:

- ◆ provide information about the County's Impact Fee Program to staff, the public, and developers;
- ◆ provide training to County and municipal staff on the assessment, collection, remittance, and expenditure of impact fees;
- ◆ monitor outside collection contracts and evaluate the effectiveness of the collection agency;
- ◆ review and enhance County policies and procedures to identify and minimize past due debts;
- ◆ evaluate the fiscal impact and financing alternatives for long term financing of future capital projects;
- ◆ coordinate with the financial advisor in bond issuance and other debt management activities; and
- ◆ prepare the County's annual debt service budget.

Program Objectives for FY 2001

1. Complete the Impact Fee Bi-Annual Update Process for the year 2000.
2. Report departmental collection of debts over 120 days.
3. Monitor and evaluate the effectiveness of "routine and specialized debt" collection contracts.
4. Monitor and report on the recovery of Court Costs.
5. Provide long term financing scenarios for identified projects.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Average days to process:					
independent calculation of fees	5	n/a	n/a	20	20
impact fee refunds	6	n/a	n/a	15	15
Percent of impact fee appeals won	n/a	n/a	n/a	100%	100%
Debt cases referred for outside collection:					
liens and judgments	127	n/a	n/a	1,000	1,200
routine	1,224	n/a	n/a	5,000	7,500
Dollars collected by internal efforts	\$478,491	n/a	n/a	\$350,000	\$450,000
Special projects/financial analyses	22	n/a	n/a	20	20

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES				
User Fees/Charges	\$125,378	\$145,613	\$132,354	\$135,856
TOTAL	\$125,378	\$145,613	\$132,354	\$135,856
APPROPRIATIONS				
Personal Services	\$533,933	\$588,076	\$541,128	\$649,346
Operating Expenses	42,152	74,136	55,308	66,916
Capital Outlay	2,239	2,200	2,000	2,000
TOTAL	\$578,324	\$664,412	\$598,436	\$718,262
STAFFING				
Full Time Equivalents (FTEs)	7.00	8.00	9.00	9.00

Summary of Key Funding/Service Issues

Impact Fees Increase: In FY 1999 the Board of County Commissioners approved increasing impact fees for roads, Fire-Rescue, libraries and parks to the maximum amount allowed under the Impact Fee Ordinance (95%). The Board also increased public buildings, schools, and law enforcement patrol impact fees to 95% of the authorized amount. It is anticipated that the increases will generate an additional \$14 million annually.

Policies and Procedures Finalized: The Collections Division is now in its fifth year of operation. Policies and procedures for the collections process as well as Administrative Orders issued by the Chief Judge have either been developed or revised to enhance the recovery of funds that are legally due to the County. The Collections Division

is continuing to work with the various County and Judicial agencies to help minimize delinquencies and increase collections.

New Legislation Passed: The Collections Division, in conjunction with the Court, has been instrumental in getting legislation passed that allows the County, effective July 1, 1998, to send past due criminal judgements out to a collection agency with the agency permitted to add their contracted fee to the judgement amount so that the County bears no cost on the collection of the debt. Staff is currently sending past due criminal court judgements out for collection and is presently working with the Clerk and ISS on the required programming changes which will enable the sending of past due traffic infractions.

Definition of Program and Services

To provide for the custody and control of fixed assets and the County's official records. Primary services include:

- ◆ tag and establish records for fixed assets acquired by County departments;
- ◆ redistribute surplus equipment to County departments;
- ◆ conduct annual inventory of fixed assets for designated departments;
- ◆ plan and coordinate departments' annual inventory of fixed assets and reconcile to financial records;
- ◆ operate the County's surplus store;
- ◆ provide training in the handling of public records requests; retention; disposition; and files management;
- ◆ provide assistance in the scheduling and disposition of public records; and
- ◆ review and monitor departmental records programs.

Program Objectives for FY 2001

1. Implement the fixed assets portion of GASB #34 on infrastructure reporting.
2. Refine the Fixed Asset Subsystem in LGFS to appropriately track Construction Work In Progress.
3. Hold training sessions for all County operations on fixed asset policies and procedures.
4. Implement base-lined LGFS Fixed Asset System enhancements.
5. Implement Internet advertising and bidding for the Thrift Store.
6. Continue to promote the creation of P-B-C Municipal Investment Recovery Cooperative.
7. Continue to promote a new combined facility for the Surplus Asset Program.
8. Conduct ten training seminars on public records requests, retention, disposition, and files management.
9. Dispose of 4,750 cubic feet of records that have met their legal retention requirements.
10. Perform 10 departmental records management monitoring visits and 11 inspections of off-site record storage and microfilm quality control.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Revenues from surplus asset disposals	\$749,345	n/a	n/a	\$700,000	\$1,000,000
Savings from reuse of surplus assets	\$427,063	n/a	n/a	\$500,000	\$500,000
Records Mgt. training seminars held	17	n/a	n/a	10	10
Cubic feet of records disposal	6,277	n/a	n/a	6,000	4,750
Dept. Rec. Mgt. monitoring visits	30	n/a	n/a	30	10
Records storage areas inspected	5	n/a	n/a	3	4
Microfilm quality control inspections	10	n/a	n/a	10	7

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$146,114	\$135,000	\$100,034	\$100,000
TOTAL	\$146,114	\$135,000	\$100,034	\$100,000
APPROPRIATIONS				
Personal Services	\$287,315	\$371,950	\$347,332	\$412,878
Operating Expenses	216,899	290,032	285,701	330,028
Capital Outlay	15,196	33,500	33,500	23,500
TOTAL	\$519,410	\$695,482	\$666,533	\$766,406
STAFFING				
Full Time Equivalents (FTEs)	6.00	7.00	7.00	8.00

Summary of Key Funding/Service Issues

LGFS Fixed Asset System Enhancements: For FY 2001 a custom table and new document processor will be added as a baseline modification to the LGFS Fixed Asset Subsystem. When completed, these enhancements will allow for decentralized operational control of specific asset data fields. Control at the departmental level will significantly enhance efficiencies for all operations in their daily control of fixed assets and subsequent inventory process during the annual fixed asset inventory. Efficiencies in operations will also be noticed within the Fixed Asset Management Office by not having to rely on paper documents to accomplish these tasks, thereby allowing more time for FAMO staff to pursue other functions on a more detailed basis. This also has the capability of eliminating several thousand potential data entry transactions for FAMO

staff. Further, by providing County operations with this capability, it will place direct responsibility on them to maintain the operational movement of their fixed assets in a timely manner.

Records Management Certificates Program: Fifty-seven certificates have been awarded since the beginning of the program in 1996. Two new certificates were added in FY 2000 for (1) in-house records management training and (2) departmental policy and procedure writing by Department Records Management Coordinators.

Records Management Monitoring Program: A minimum of ten monitoring visits will be made to County departments with written reports to management.

Definition of Program and Services

To review and analyze program operations (Management Studies) to improve the operational efficiency and effectiveness of the County, develop policies and procedures (PPMs) to provide guidelines and necessary controls over financial operations, and complete limited analyses (Special Projects) to address a particular concern or provide information on a specific issue to Administration or the Board. Primary services include:

- ◆ preparation of management studies;
- ◆ development of PPM's; and
- ◆ completion of special projects.

Program Objectives for FY 2001

1. Complete a minimum of eight management studies or major special projects.
2. Complete two follow-up studies.
3. Complete a minimum of four PPMs.
4. Complete twelve special projects.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Management studies/major special projects completed	4	n/a	n/a	8	8
Follow-up studies completed	0	n/a	n/a	2	2
% management study recommendations implemented (based on Follow-up Studies)	n/a	n/a	n/a	80%	80%
PPM's developed	4	n/a	n/a	4	4
Special projects completed	17	n/a	n/a	12	12
% special projects completed within requested time frame	100%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$229,358	\$232,407	\$231,944	\$243,690
Operating Expenses	11,955	25,233	22,442	34,979
Capital Outlay	151	4,200	4,100	2,000
TOTAL	\$241,464	\$261,840	\$258,486	\$280,669
STAFFING				
Full Time Equivalents (FTEs)	3.00	3.00	3.00	3.00

Summary of Key Funding/Service Issues

Annual Project Work Plan to Target Study

Areas: The Management and Program Analysis (MPA) Section focuses on the analysis of specific issues and areas of the organization as directed by the Management Team. An annual work plan of potential projects is developed and prioritized to aid in project selection. Following are examples of projects which have been identified by the Management Team or OFMB for potential review during FY 2001:

- Cost/Benefit Analysis of Preventive Maintenance Programs
- Zoning Review Process - Review of Financial Implications

- Parks & Recreation Fee Structure
- Parks & Recreation "Master Plan" Funding

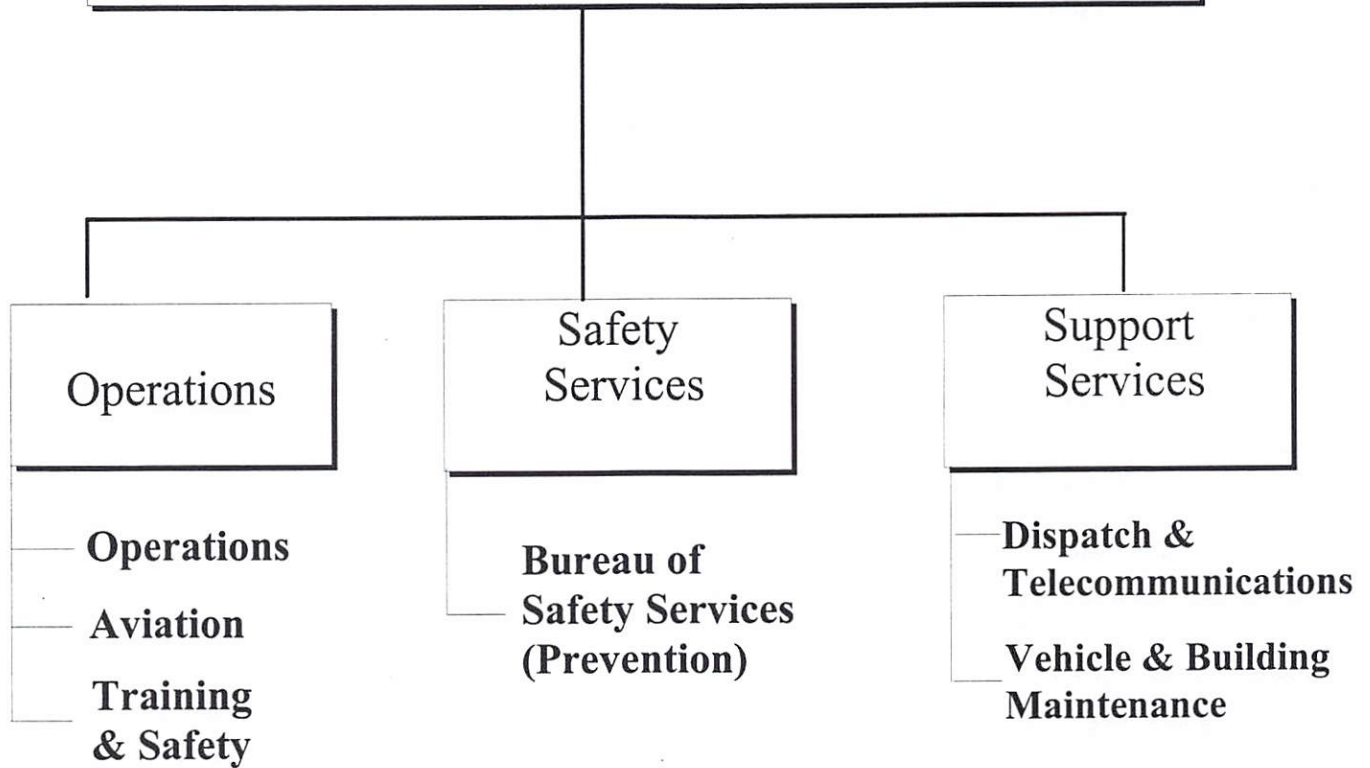
In addition to these studies, the MPA Section will perform compliance audits of several municipalities involving their municipal impact fee calculations.

Follow-up reports on selected studies will continue to be performed to help ensure that study recommendations are implemented.

PPM Development and Special Project Completion: Work in these areas will continue to be based on priority issues identified by Administration or the Board.



Fire-Rescue



1,004 Positions

Mission

To protect life and property against injury and fire through education and code compliance.
To respond to medical emergencies, fire and hazardous materials incidents.

Summary of Services/Facilities

Palm Beach County Fire-Rescue was created by County Ordinance in 1984 to provide fire, emergency medical services, advanced life support, and transport services to the unincorporated area of the County as well as several municipalities. The Department is primarily funded through three Municipal Service Taxing Units (MSTUs). The coastal area and the Glades area MSTUs are funded through ad valorem tax, and the Jupiter MSTU is funded through contractual agreement. The MSTUs together cover 1,839 square miles with a population of 580,000.

The Department is organizationally divided into three major Divisions: Operations; Safety Services; and Support Services. The primary programs are:

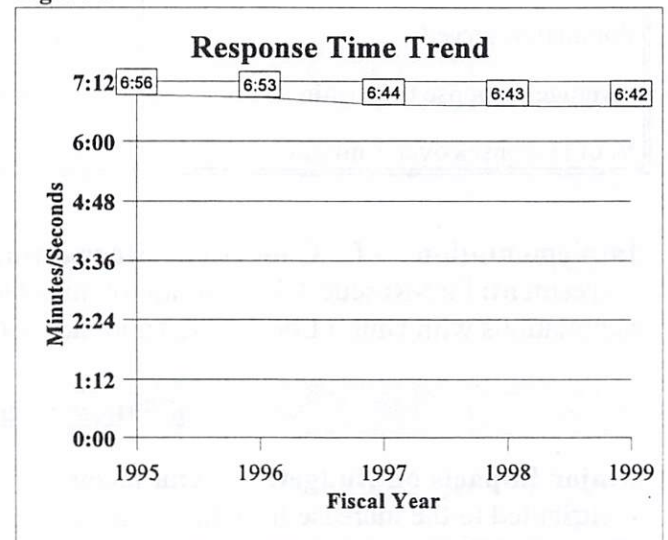
- 1) Operations;
- 2) Aviation;
- 3) Bureau of Safety Services (Prevention);
- 4) Dispatch and Telecommunications;
- 5) Training and Safety; and
- 6) Vehicle and Building Maintenance.

Trends and Issues

New Facilities to Maintain Response Times: The Department's ability to keep pace with growth and maintain response times is impacted by the ability to expeditiously build new fire stations. The FY 2001 budget includes funding for land for one new station in the West Lantana area. However, several previously funded facilities are scheduled to open during FY 2001 and 2002. These stations are Hagen Ranch, Loggers Run, Abacoa, Vista Del Lago, and West Wellington. When opened, these stations should have a positive impact on the level of service. The current response time standard is 7 minutes 30 seconds and the Department is performing at an average of 6 minutes 42 seconds (Figure 1).

Service Contract to Provide Enhanced Level of Service to Boca West Community: At the request of the Community, Fire-Rescue entered into a service agreement to provide a dedicated paramedic unit within its boundaries. This additional unit will

Figure 1



be fully funded by a special assessment to residents of the Boca West Master Homeowners Association. Opportunities for offering flexible services to communities and neighborhoods may be further explored if this venture proves successful.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$72,266,652	\$83,478,907	\$80,050,967	\$90,769,011
User Fees/Charges	17,162,852	16,239,554	17,389,813	18,989,529
Grants	406,639	286,169	473,384	288,638
Other	18,222,063	17,073,473	29,261,085	23,282,413
Interfund Transfers	6,122,001	6,255,862	6,442,862	6,895,871
TOTAL	\$114,180,207	\$123,333,965	\$133,618,111	\$140,225,462
APPROPRIATIONS				
Personal Services	\$65,092,388	\$79,109,815	\$75,280,516	\$83,848,928
Operating Expenses	14,104,417	18,757,747	17,213,468	20,619,729
Capital Outlay	2,060,136	5,073,046	4,625,857	6,924,196
Debt Service	225,778	-	19,116	189,358
Reserves	-	9,960,575	-	13,257,990
Interfund Transfers	7,010,658	10,432,782	10,619,782	15,385,261
TOTAL	\$88,493,377	\$123,333,965	\$107,758,739	\$140,225,462
STAFFING				
Positions	885	952	952	1,004
Full Time Equivalents (FTEs)	885.00	952.00	952.00	1,004.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Millage rate	2.7819	6%	n/a	2.9129	2.9945
Population served	561,409	19%	n/a	580,000	597,400
Average response time (min./sec.)	6:42	-8%	7:30	6:42	6:42
% of responses over 8 minutes	19%	n/a	n/a	19%	19%

Implementation of Collective Bargaining Agreement: Fire-Rescue Administration completed negotiations with Union Local #2928 and the BCC

approved a three-year contract (FY 2000-FY 2002) on July 25, 2000.

Significant Changes From Prior Year

Major Impacts on Budget: Several factors have contributed to the increase from last year's budget. The main MSTU proposed budget includes a \$6.9 million increase in ad valorem taxes. The primary causes for this increase are as follows:

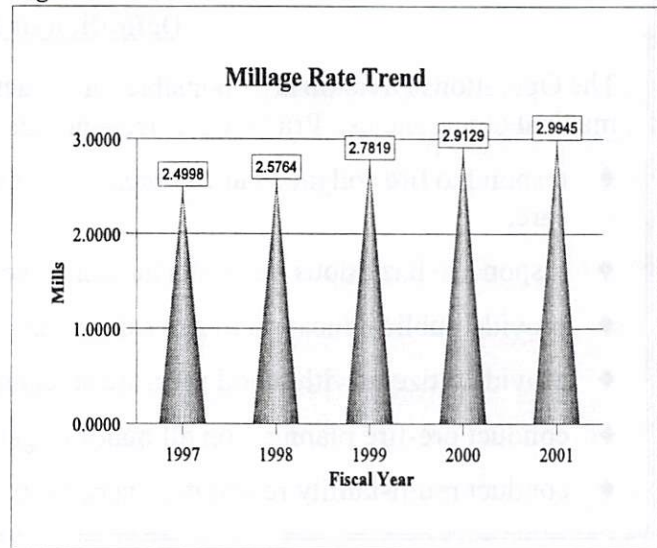
- \$4.7 million increase in base personnel costs
- \$2.9 million increase to fund new positions (52)
- \$3.9 million increase to fund additional operating and operating capital expenses
- \$4.2 million increase in capital projects funding
- \$.4 million in other increases

These increases in ad valorem tax requirements were offset by the following:

- \$1.2 decrease in reserves
- \$1.0 million increase in ALS revenues
- \$5.8 million increase in beginning fund balance
- \$.4 million increase in Jupiter MSTU funding
- \$.8 million increase in other revenues.

Millage Rate Increases: The Department's millage rate has increased from 2.4998 in FY 1997 to 2.9945 for FY 2001 (**Figure 2**). Increases in property valuations have not been keeping pace with the normal operational increases experienced by the Department. The County has a 3 mill cap on the Fire-Rescue property tax levy. Prior year projections indicated Fire-Rescue would exceed this cap by FY 2001. However, due primarily to growth in property values and other revenues above

Figure 2



projections, Fire-Rescue's FY 2001 budget is slightly under the 3 mill cap.

Definition of Program and Services

The Operations Division is responsible for the actual response to and mitigation of a wide variety of fire and medical emergencies. Primary services include:

- ◆ respond to fire and medical emergencies, conduct suppression activity and/or provided pre-hospital care;
- ◆ respond to hazardous materials incidents, contain contaminants and mitigate exposure;
- ◆ provide public education in fire safety and injury prevention;
- ◆ provide citizens with blood pressure screening;
- ◆ conduct pre-fire planning on all major target hazards; and
- ◆ conduct multi-family residential inspections.

Program Objectives for FY 2001

1. Maintain the average travel time at 4:21.
2. Maintain the average turnout time at 1:12.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Fire responses	19,903	43%	n/a	20,259	20,600
Medical responses	54,163	36%	n/a	59,579	65,000
Average daily staffing	155.99	12%	169	169	179
Average travel time (min./sec.)	4:21	-4%	5:00	4:21	4:21
Average turnout time (min./sec.)	1:12	9%	1:00	1:12	1:12

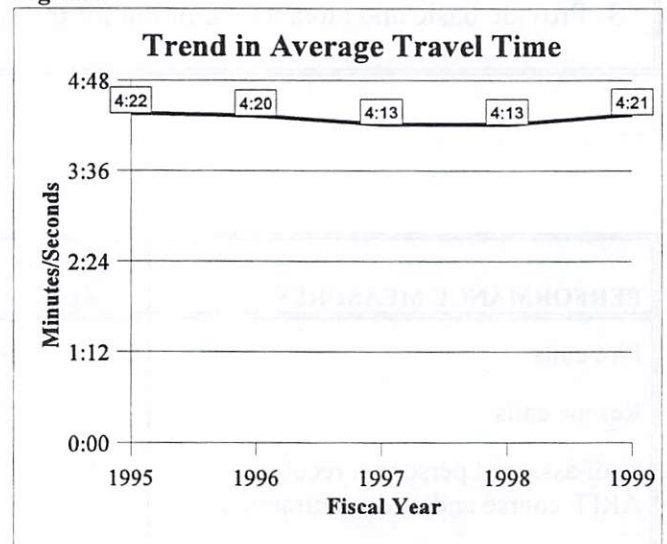
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$63,908,854	\$73,877,898	\$71,277,408	\$80,738,557
User Fees/Charges	9,647,525	9,327,656	10,130,532	11,442,974
Grants	327,566	249,485	430,052	269,739
Other	16,018,603	15,046,514	25,812,423	20,349,926
Interfund Transfers	5,468,015	5,564,237	5,783,625	6,189,260
TOTAL	\$95,370,563	\$104,065,790	\$113,434,069	\$118,990,456
APPROPRIATIONS				
Personal Services	\$54,333,185	\$66,616,533	\$63,459,104	\$70,780,216
Operating Expenses	10,550,173	13,099,955	12,689,304	13,850,175
Capital Outlay	782,578	4,025,945	3,972,834	6,069,533
Debt Service	225,778	-	19,116	189,358
Reserves	-	9,925,575	-	12,762,912
Interfund Transfers	7,010,658	10,397,782	10,584,782	15,338,261
TOTAL	\$72,902,372	\$104,065,790	\$90,725,140	\$118,990,456
STAFFING				
Full Time Equivalents (FTEs)	722.27	785.14	785.58	831.62

Summary of Key Funding/Service Issues

Forty-six New Firefighters to be Added: Thirty-six new positions will be used to staff Loggers Run, Vista Del Lago, and enhancements to existing facilities. Six positions will be used to staff the additional paramedic unit in Boca West and the remaining four positions will be used to staff additional Trauma Hawk flight hours.

Travel Time to be Maintained: The average travel time during FY 1999 was 4:21. This was up from 4:13 the prior year. The impact of growth on the average travel time should be offset by the opening of new stations (**Figure 3**).

Figure 3



Definition of Program and Services

To respond quickly and efficiently to aircraft-related emergencies. Primary services include:

- ◆ respond to aviation related fire and medical emergencies within and around Palm Beach International Airport;
- ◆ provide both recurrent and new Aircraft Rescue Fire Fighting (ARFF) training to battalion personnel;
- ◆ perform fire inspections within and around Palm Beach International Airport;
- ◆ make specialized/advanced aircraft rescue training available to battalion personnel;
- ◆ perform monthly inspections of aircraft fuel dispensing areas on Airport property.

Program Objectives for FY 2001

1. Provide advanced ARFF course(s) and/or ARFF driver course to a minimum of 15% of assigned ARFF.
2. Provide a minimum of 24 hours of practical training to 75% of firefighting personnel on new ARFF ladder vehicle.
3. Provide basic and advanced training for the newly assigned Administrative Chief.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Fire calls	1,026	0%	n/a	1,042	1,060
Rescue calls	514	7%	n/a	595	650
% of assigned personnel receiving ARFF course and/or driver training	n/a	n/a	n/a	n/a	15%
% of personnel receiving 24 hours of practical training on ladder vehicle	n/a	n/a	n/a	n/a	75%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,215,776	\$4,266,520	\$4,266,520	\$4,266,520
Other	217,110	241,379	492,590	632,757
TOTAL	\$4,432,886	\$4,507,899	\$4,759,110	\$4,899,277
APPROPRIATIONS				
Personal Services	\$3,041,102	\$3,335,615	\$3,160,849	\$3,335,987
Operating Expenses	924,063	1,102,284	960,504	1,016,412
Capital Outlay	-	-	-	4,800
Reserves	-	35,000	-	495,078
Interfund Transfers	-	35,000	35,000	47,000
TOTAL	\$3,965,165	\$4,507,899	\$4,156,353	\$4,899,277
STAFFING				
Full Time Equivalents (FTEs)	36.00	36.00	36.00	36.00

Summary of Key Funding/Service Issues

State of the Art ARFF Vehicle Arrival Delayed:

Due to construction delays by the manufacturer, Emergency One in Ocala, Florida, this vehicle has not arrived. Prior to being placed into service, at least 75% of the assigned personnel will receive a minimum of 24 hours training each on the operation and utilization of this equipment.

Training of Newly Assigned Personnel: During this fiscal year, a significant emphasis of time and budgeted funds will be devoted to training newly assigned personnel. As a result of the complexities of the aviation assignment/certification process, training can take upwards of eight months for newly assigned personnel. Typically, three to five new people are assigned to the battalion during a fiscal year. This is due predominately to transfers and retirements. Presently, three people are out on long-

term leave which causes an immediate need to train additional personnel. Additionally, there are five personnel in the FRS DROP plan who may leave employment with Fire-Rescue this fiscal year.

Presently, the Aviation Battalion is planning to revamp its initial training/assignment process to reflect a potential need of overlapping new personnel for six months should a large number of personnel retire at the same time. This is necessary because there are only eleven personnel assigned to a shift and minimum staffing requirements are eight per shift. A long-term shortage of even one person per shift can cause additional overtime, further impacting the budget.

Definition of Program and Services

To reduce fire and life loss through education and the formulation and enforcement of the Palm Beach County Fire Code. Primary services include:

- ◆ develop and implement fire and life safety education for Palm Beach County citizens;
- ◆ conduct periodic fire inspections of commercial buildings and buildings under construction to assure fire code compliance and life safety;
- ◆ review building plans to insure compliance with the fire code; and
- ◆ investigate the cause, origin, and circumstance of fires.

Program Objectives for FY 2001

1. Increase the number of completed fire safety inspections of commercial business from 11,700 to 12,100.
2. Review 94% of all plans submitted for fire review within four working days.
3. Reduce the Department's percentage of false alarm calls to 7.75% of total calls.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Inspections	11,354	n/a	n/a	11,700	12,100
% of plans reviewed within 4 work days	96%	n/a	n/a	94%	94%
% of false alarms to total call volume	8%	-1%	n/a	7.75%	7.75%

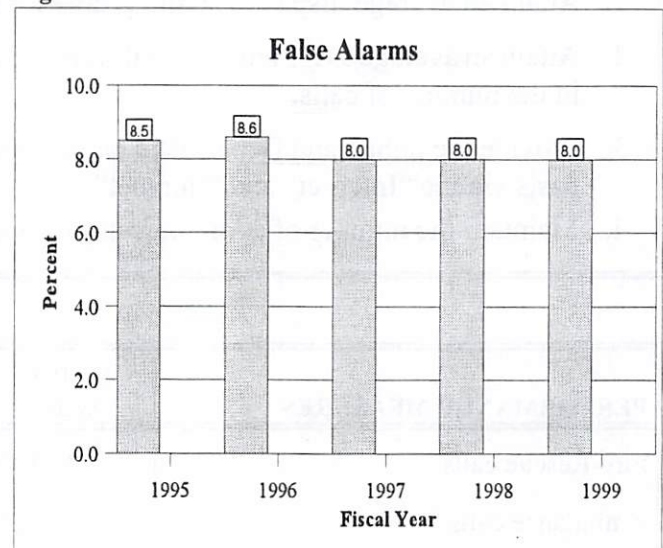
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$1,734,216	\$2,261,688	\$2,107,935	\$2,001,489
Users Fees/Charges	1,545,679	942,927	1,251,158	1,336,883
Grants	9,809	-	5,870	-
Other	420,864	414,269	704,504	455,105
Interfund Transfers	135,700	162,925	158,381	140,998
TOTAL	\$3,846,268	\$3,781,809	\$4,227,848	\$3,934,475
APPROPRIATIONS				
Personal Services	\$2,738,772	\$3,156,207	\$3,036,250	\$3,267,788
Operating Expenses	536,689	625,517	579,406	666,687
Capital Outlay	-	85	85	-
TOTAL	\$3,275,461	\$3,781,809	\$3,615,741	\$3,934,475
STAFFING				
Full Time Equivalents (FTEs)	39.15	39.15	39.02	41.02

Summary of Key Funding/Service Issues

Existing Inspections: During FY 1999, heavy emphasis was placed on improving the competency of the employees assigned to the Bureau through the completion of the National Certification process. Inspectors performed 11,354 inspections and revenue from these inspections reached an all-time high, totaling \$274,930. Continued construction in the County has created increased demand for inspection and prevention services. During FY 2001, a total of 12,100 inspections are projected to be performed.

False Alarms: During FY 1999, false alarms remained at 8% of total call volume (**Figure 4**). Call volume for the Department also increased to 74,066 for the same period. The Department took an aggressive stand in bringing habitual offenders in front of the Code Enforcement Board in an effort to force corrective action. Despite aggressive action in the form of education and enforcement, attaining the

Figure 4



7.75% goal will continue to be a formidable challenge.

Definition of Program and Services

To provide twenty-four hour emergency dispatching services for the 9-1-1 communications center. Emergency fire and rescue units are dispatched from the Communications Center for the unincorporated areas of the County, eleven cities who receive primary fire service from the County, and for Pahokee and Palm Beach Gardens. Primary services include:

- ◆ dispatch emergency requests for fire, rescue, and emergency service;
- ◆ dispatch private ambulance units for emergency services;
- ◆ notify the public and news media of pertinent information regarding emergency incidents;
- ◆ maintain and update the Department's Internet and Intranet sites;
- ◆ provide computer management and coordination services to department personnel; and
- ◆ maintain and repair all communications systems including portables, mobiles, base stations, towers, telephones and computers.

Program Objectives for FY 2001

1. Attain an average dispatch handling time for emergency and priority one calls of 1:10.
2. Attain an average 9-1-1 answering time of 4.5 seconds while absorbing the expected annual increase in the number of calls.
3. Provide the public and Department employees with pertinent information related to PBCFR on a regular basis via the "Internet" and "Intranet".
4. Maintain the number of communication work orders completed the same day.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Fire-Rescue calls	81,943	49%	n/a	92,844	95,150
Ambulance calls	77,183	-6%	n/a	82,941	81,000
Average dispatch handling time for emergency and priority 1 calls (min./sec.)	1:08	-20%	n/a	1:15	1:10
Average 9-1-1 answering time (sec.)	6.4	na	n/a	6.4	4.5
Number of visitors to Web Site	60,456	n/a	n/a	60,000	60,000
Communication work orders	2,556	20%	n/a	2,727	2,810
Communication work orders completed the same day	2,221	n/a	n/a	2,500	2,500

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$3,117,649	\$3,803,714	\$3,130,105	\$4,157,321
User Fees/Charges	1,316,409	1,338,717	1,320,350	1,484,929
Grants	17,634	-	87,171	-
Other	749,603	702,133	1,052,665	948,465
Interfund Transfers	243,952	274,007	235,183	292,584
TOTAL	\$5,445,247	\$6,118,571	\$5,747,020	\$6,883,584
APPROPRIATIONS				
Personal Services	\$2,603,596	\$3,231,266	\$3,036,585	\$3,432,112
Operating Expenses	1,015,790	2,153,725	1,375,738	2,712,909
Capital Outlay	799,705	733,580	425,769	738,563
TOTAL	\$4,419,091	\$6,118,571	\$4,838,092	\$6,883,584
STAFFING				
Full Time Equivalents (FTEs)	52.80	57.96	57.76	59.73

Summary of Key Funding/Service Issues

Department Intranet and Internet: This new program has increased public education and awareness of Fire-Rescue's programs. Fire-Rescue Intra-Department communication has also increased with the implementation of this program. Personnel in stations can now access policies, procedures and other Department information.

Communications Center: As dispatcher confidence continues to grow in the new communications center, additional training and systems analysis will be provided to further enhance customer service.

Electronic Enhancements: As call volume increases it will become necessary to introduce newer and more expedient electronic measures to maintain present performance measures. This

service issue will be addressed by increased reliance on 911 telephone tariffs and increased training of personnel.

Employee Morale and Customer Service Improvements: Efforts will continue to improve both employee morale and customer service. This will be achieved through (a) developing a more comprehensive quality assurance program, (b) developing additional training programs, (c) developing external and internal customer service surveys, and (d) enhancing individual dispatcher career development programs.

The service delivery enhancement programs will cause minimal fiscal impact while meeting service delivery requirements.

Definition of Program and Services

To provide training, education and safety programs to all Fire-Rescue personnel, as well as other agencies, in order to support and enhance the delivery of emergency services. Primary services include:

- ◆ provide training and evaluation in areas including emergency medical services and firefighting;
- ◆ conduct training in specialized areas such as hazardous materials, rope rescue, dive rescue, and Trauma Hawk;
- ◆ create video production and broadcasting in support of training programs and public education;
- ◆ administer infection/hazardous materials exposure control programs; and
- ◆ coordinate employee health and safety programs.

Program Objectives for FY 2001

1. Provide for the recertification of ACLS and BLS for 85% of all operational employees.
2. Provide a delivery method for one CEU per month per employee via a station based program.
3. Provide the on-site safety review of not less than 50% of all non-vehicular accidents.
4. Provide review for 100% of vehicular accidents meeting the standard for driver drug testing contained in the current Collective Bargaining Agreement.
5. Provide Incident Safety Officers response coverage for 100% of the year.
6. Reduce the average number of biohazard exposures per operations employees by 4%

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% of employees completing ACLS and BCLS training	n/a	n/a	n/a	n/a	85%
Number of CEU's delivered per employee via station based program	n/a	n/a	n/a	n/a	12
% of non-vehicular accidents reviewed	n/a	n/a	n/a	n/a	50%
% of non-vehicular accidents reviewed meeting standard for driver drug testing	n/a	n/a	n/a	n/a	100%
% of year with Safety Officer coverage	n/a	n/a	n/a	n/a	100%
Reported biohazardous exposures per operations employee	.147	n/a	n/a	.147	.141

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$964,800	\$939,009	\$961,655	\$1,021,911
User Fees/Charges	120,386	96,603	114,580	120,947
Grants	37,257	36,684	21,557	18,899
Other	229,882	185,110	330,639	241,294
Interfund Transfer	75,494	67,643	72,255	71,990
TOTAL	\$1,427,819	\$1,325,049	\$1,500,706	\$1,475,041
APPROPRIATIONS				
Personal Services	\$574,244	\$669,588	\$672,137	\$722,403
Operating Expenses	398,000	622,516	520,876	727,338
Capital Outlay	138,018	32,945	28,446	25,300
TOTAL	\$1,110,262	\$1,325,049	\$1,221,459	\$1,475,041
STAFFING				
Full Time Equivalents (FTEs)	8.24	8.24	8.22	8.20

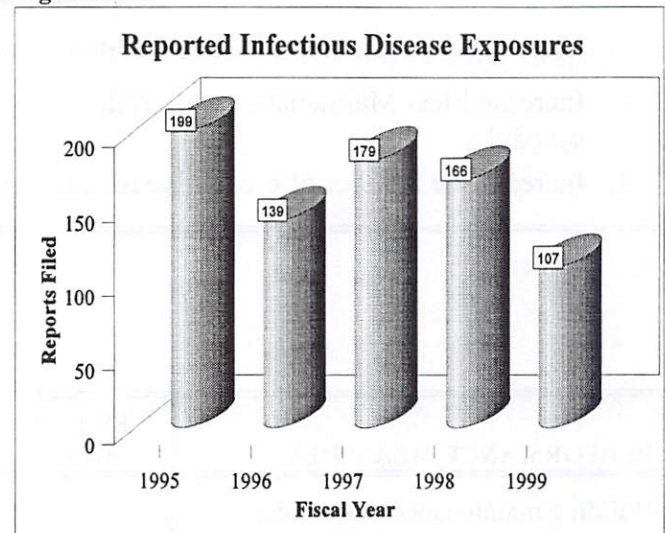
Summary of Key Funding/Service Issues

Biohazard Exposures: In addition to the steps previously taken to combat the exposures of operational employees to biohazardous situations, the Training & Safety Division has implemented countywide training on blood borne pathogens. This training focuses on employee awareness and preventative measures. Additionally, new products and procedures are constantly being evaluated in order to minimize this threat to the health and safety of employees as well as the public.

Safety Officer Coverage: With the rise in call volume comes a commensurate increase in the number of severe calls for which the Department is responsible. These calls can be defined severe not only due to dollar or life loss, but also by the nature and duration of the calls. It is the goal of the Division to provide an on-site safety focus through the Safety Officer Program to augment the Incident Command System in Palm Beach County Fire-Rescue. This heightened safety awareness will help to minimize the potential for serious injury and/or death.

Station Based Education Program: Over the past several years, the video show "Critical Minutes" has

Figure 5



produced twelve continuing education units per employee per year. With the advent of discussions with Palm Beach Community College seeking to change or eliminate this program, it is the intent of the Training & Safety Division to maintain the ability to deliver one CEU per month to each employee towards recertification of the required licenses through a station based delivery program in addition to the other continuing education units being offered.

Definition of Program and Services

To ensure that all vehicles, apparatus and facilities remain in top operational condition. Primary services include:

- ◆ repair apparatus as breakdowns occur;
- ◆ provide routine preventive maintenance on all emergency vehicles;
- ◆ maintain and repair all Fire-Rescue stations;
- ◆ maintain all vendor contracts and ensure work is completed in a timely and cost efficient manner; and
- ◆ coordinate with other County departments for the renovation and construction of Fire-Rescue facilities.

Program Objectives for FY 2001

1. Maintain the current number of building maintenance work orders completed.
2. Increase Fleet Maintenance work orders completed by 3% while maintaining the current schedule.
3. Increase the number of preventive maintenance work orders by 3% to 276.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Building maintenance work orders	1,261	49%	n/a	1,662	1,662
Fleet maintenance work orders	10,033	38%	n/a	10,333	10,643
Preventive maintenance work orders	268	n/a	n/a	268	276

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Ad Valorem Taxes	\$2,541,133	\$2,596,596	\$2,573,864	\$2,849,723
User Fees/Charges	317,077	267,131	306,673	337,276
Grants	14,373	-	7,168	-
Other	586,001	484,070	868,265	654,866
Interfund Transfers	198,840	187,050	193,389	200,754
TOTAL	\$3,657,424	\$3,534,847	\$3,949,359	\$4,042,629
APPROPRIATIONS				
Personal Services	\$1,801,489	\$2,100,606	\$1,915,591	\$2,310,421
Operating Expenses	679,702	1,153,750	1,087,640	1,646,208
Capital Outlay	339,835	280,491	198,723	86,000
TOTAL	\$2,821,026	\$3,534,847	\$3,201,954	\$4,042,629
STAFFING				
Full Time Equivalents (FTEs)	26.53	25.50	25.42	27.43

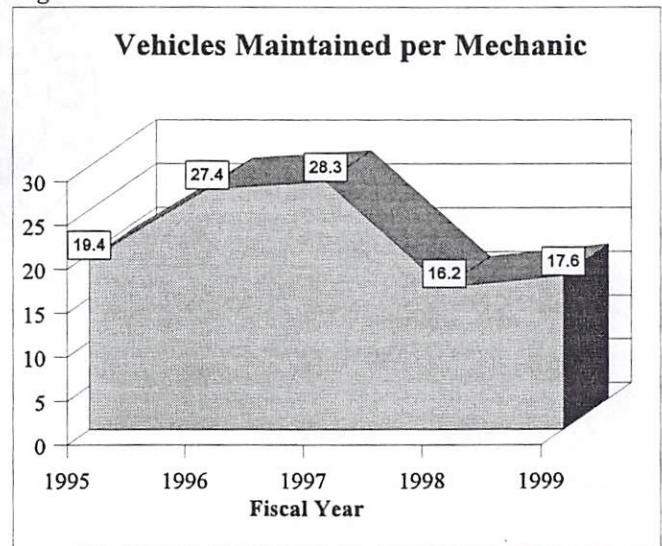
Summary of Key Funding/Service Issues

Number of Vehicles Maintained Per Mechanic:

The number of vehicles maintained per mechanic rose from 19.4 in FY 1995 to 28.3 in FY 1997 (Figure 6). During FY 1998, County Fleet Management took over the maintenance of all Fire-Rescue staff type light vehicles. This reduced the number of vehicles maintained per mechanic down to 16.2. FY 1999 brought a slight increase to 17.56, all of which are emergency response type vehicles. These heavy duty response apparatus require an average of five days to receive preventative maintenance and correct problems detected.

Station Maintenance: Many of Fire-Rescue's stations are over 20 years of age and require repair. The FY 2000 budget included funding for a team of professionals to evaluate Fire-Rescue's stations. This team assessed the physical condition of the stations and determined the needed repairs and improvements. This team also provided plans and specifications of required work. The FY 2001

Figure 6



budget includes \$600,000 to accomplish the necessary maintenance identified by the review.



Housing & Community Development

— **Commission on Affordable
Housing**

— **Community Development
Block Grant**

— **Emergency Shelter Grants**

— **HOME Investment Partnership**

Housing & Community Development

Community Development

Housing

Community Development

Housing

Community Development

Housing

Mission

To revitalize deteriorating urban and rural communities through the provision of decent housing and a suitable living environment for those persons of very low, low, and moderate income, and promote economic development.

Summary of Services/Facilities

The Department of Housing and Community Development (HCD), through its Community Development Block Grant (CDBG), Emergency Shelter Grants Program (ESGP), HOME Investment Partnership Program (HOME), and Commission on Affordable Housing (CAH) addresses the most important needs of the very low, low, and moderate income population in 26 municipalities and the unincorporated area of Palm Beach County.

Services provided include housing rehabilitation, replacement housing, demolition of substandard units, development of affordable housing units, provision of emergency and transitional housing for persons with special needs, and infrastructure improvements in HCD target areas. Additional services include the provision of public facilities and public services for the homeless, the mentally and physically disabled, and youth.

Trends and Issues

Urban County Participation: Through Interlocal Participation Agreements, municipalities join the County's application for CDBG and HOME funding, thereby increasing the level of federal funding the unincorporated area is entitled to receive. HCD requalified as an Urban County during FY 1999 by signing Interlocal Participation Agreements with 26 municipalities for the next three-year cycle. The fiscal impact will be realized beginning in FY 2001.

Five-Year Consolidated Plan: HCD staff is preparing the Five-Year Consolidated Plan for FYs 2000-2005. The Plan, which is required by federal regulation and identifies the housing and community development needs of low-income households, the homeless, and special needs populations, sets goals and objectives for the next five years. HCD will allocate CDBG, HOME, and ESGP funds in accordance with these goals and objectives and will provide certifications of consistency to projects that help in attaining these goals.

Affordable Housing Study: HCD is also partially funding an update of the 1994 Affordable Housing Study. The update will describe the housing market in the County, assess the progress made by both the private and public sectors in meeting the needs identified in the 1994 study, and determine the housing needs for various low-income and special populations. The update will assist the agencies funding the update in preparing reports required by federal and state regulations. Pending the results of the update, HCD will focus its efforts on the provision of owner-occupied affordable housing and the rehabilitation of affordable rental housing.

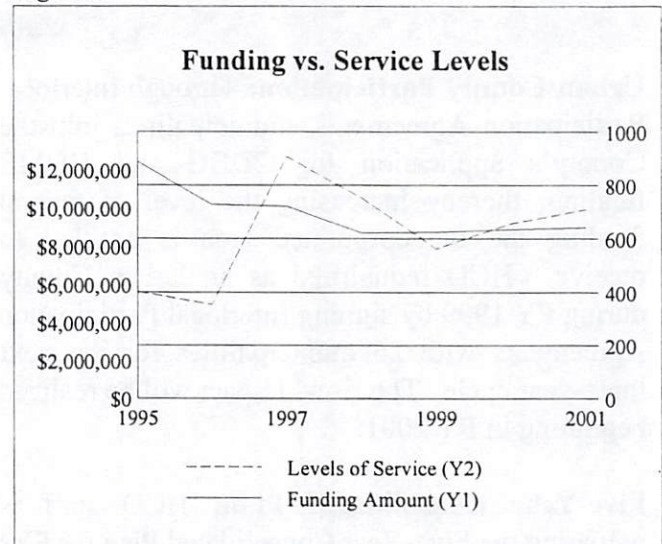
Analysis of Impediments: HCD staff will collaborate with affected parties in preparing the Analysis of Impediments to Fair Housing Choice (AI) during FY 2000. The AI, which is also required by federal regulation to receive HUD funds, describes existing conditions, identifies barriers to fair housing, and outlines a strategy for overcoming discrimination in housing.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$16,668,328	\$32,446,823	\$12,774,008	\$28,209,563
Other	790,304	4,414,985	8,804,962	7,766,280
Interfund Transfers	117,453	3,243,006	76,754	492,000
TOTAL	\$17,576,085	\$40,104,814	\$21,655,724	\$36,467,843
APPROPRIATIONS				
Personal Services	\$1,855,389	\$2,036,378	\$1,847,809	\$2,110,198
Operating Expenses	2,643,889	4,239,279	1,985,621	3,989,098
Capital Outlay	86,420	235,032	25,745	221,216
Grants and Aids	9,787,458	21,658,420	9,920,313	23,912,503
Reserves	-	7,792,669	-	5,742,828
Transfers	322,743	4,143,006	771,464	492,000
TOTAL	\$14,695,899	\$40,104,814	\$14,550,952	\$36,467,843
STAFFING				
Positions	40	40	41	41
Full Time Equivalents (FTEs)	40.00	40.00	41.00	41.00

Rate of Expenditure: Two significant budgetary issues to be closely monitored involve expenditure levels and service delivery. First, HUD has the ability to withhold future grant funds when current funds are not expended on a timely basis. Therefore, staff has given priority to projects which can be started quickly and utilize funding in a timely manner. Second, CDBG regulations cap the amount of funds that may be spent on planning and administration at 20%. HCD will monitor its expenditures closely to avoid exceeding this limit. **Figure 1** illustrates the need to prioritize projects and monitor service levels.

Changing Picture in Federal/State Funding: For FY 2001, the County's federal allocation increased 1.1% for CDBG from FY 2000, increased 0.3% for HOME, and decreased 0.5% for ESGP, for a 0.9% increase in the total allocation. Funding levels are based on program priorities negotiated between Congress and the President. The increasing number of Entitlement Cities and Urban Counties across the country could lower the County's federal allocation in the future unless funding levels increase.

Figure 1



HCD also receives funds through a bond refunding agreement. By agreement with HUD, these funds will be used to assist very-low income persons who are eligible for assistance under ESGP.

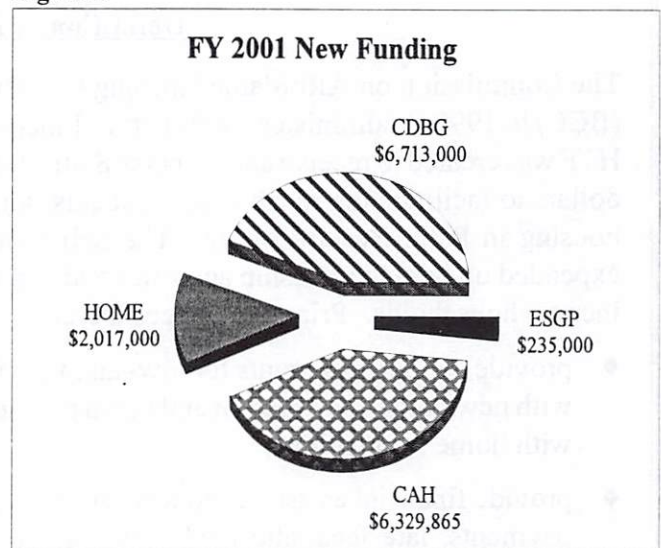
The delivery of revenues for the CAH is difficult to estimate because the State issues a projected entitlement for the year, but the actual provision of

funds is provided on a quarterly basis from the revenues collected through the issuance of documentary stamps. The County's estimated allocation for FY 2001 is \$6,329,865.

Economic Development: The County will set aside 10% of its FY 2001 CDBG allocation (\$672,300) for economic development projects. Funds will be awarded through a separate application process and priority will be given to projects that maximize impact and ensure project success. In addition, HCD plans to apply to HUD for Section 108 loan guarantees. Section 108 provides a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. The loan guarantees would be secured by the County's current and future CDBG funds.

Distribution of Funds: Figure 2 depicts the

Figure 2



proportionate share of funds awarded from the various funding sources to be administered by HCD in FY 2001.

Definition of Program and Services

The Commission on Affordable Housing (CAH) was established by the Board of County Commissioners (BCC) in 1990 to administer the Robert E. Pinchuck Memorial Affordable Housing Trust Fund (HTF). The HTF was created to receive and disperse State Housing Initiatives Partnership (SHIP) and local general fund dollars to facilitate the rehabilitation, acquisition, and construction of affordable single- and multi-family housing in Palm Beach County. The SHIP program regulations require that at least 65% of funds be expended on home ownership activities and that at least 30% of all units produced be allocated to very low income households. Primary services include:

- ◆ provide conditional grants for low- and very low-income homebuyers to pay impact fees associated with new home construction and down payments, closing costs, and mortgage buydowns associated with home acquisitions;
- ◆ provide financial assistance to low- and very low-income homeowners to pay delinquent mortgage payments, late fees, attorney's fees, or refinancing charges associated with curing a residential foreclosure; and
- ◆ provide low-interest loans to developers of affordable single and multi-family units to pay impact fees, engineering fees, and utility connection fees.

Program Objectives for FY 2001

1. Assist developers of multi-family and single-family housing to provide and maintain 150 new affordable housing units.
2. Assist low- and very low-income homebuyers to acquire and rehabilitate 195 affordable single-family homes.
3. Prevent foreclosure on 20 homes for eligible lower income homeowners.
4. Assist 115 low- and very-low income homeowners to pay assessment and/or connection charges.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Housing units					
multi-family new construction	0	n/a	n/a	0	100
single-family new construction	28	n/a	n/a	106	50
single-family acquisition/rehab	172	n/a	n/a	299	195
delinquent mortgage assistance	47	n/a	n/a	20	20
Assessment and/or connection charges	n/a	n/a	n/a	n/a	115

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$7,494,414	\$4,622,014	\$1,724,053	\$7,004,865
Other	282,365	3,737,924	8,197,770	7,304,772
TOTAL	\$7,776,779	\$8,359,938	\$9,921,823	\$14,309,637
APPROPRIATIONS				
Personal Services	\$323,094	\$343,081	\$340,658	\$358,132
Operating Expenses	60,703	144,283	70,335	122,093
Capital Outlay	-	-	-	10,000
Grants and Aid	2,773,066	4,140,812	2,406,058	10,195,586
Reserves	-	628,756	-	3,156,826
Transfers	-	3,103,006	-	467,000
TOTAL	\$3,156,863	\$8,359,938	\$2,817,051	\$14,309,637
STAFFING				
Full Time Equivalents (FTEs)	7.00	7.00	7.00	7.00

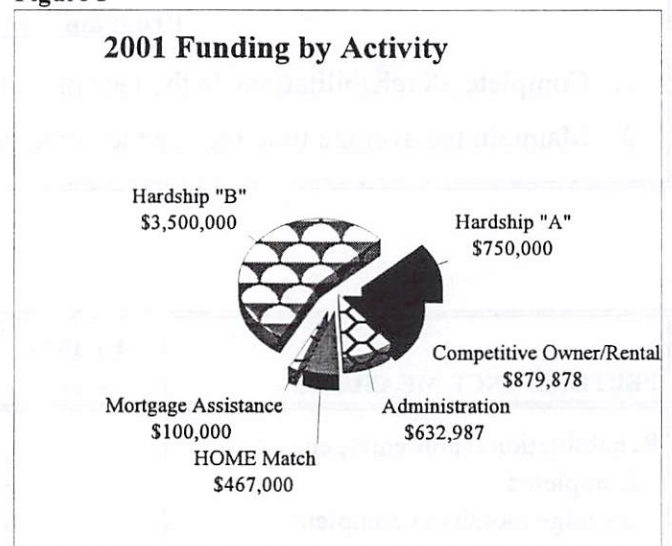
Summary of Key Funding/Service Issues

Distribution of Excess Documentary Stamp Tax Collections: The State has had an excess collection of documentary stamp taxes over the last two years. From these funds the Florida Housing Finance Corporation has authorized warrants totaling \$33,129,018 to eligible counties and cities. Palm Beach County received an additional \$1,875,558 for FY 1999. The State also anticipates an overage of documentary stamp tax collections for FY 2000.

The State Housing Initiatives Partnership (SHIP) allocation has increased to \$123 million. Palm Beach County's share has been calculated at approximately \$6,329,865 for FY 2001.

Activities Funded: The distribution of SHIP funds is governed by the County's Local Housing Assistance Plan (LHAP). The activities budgeted for FY 2001 are illustrated in **Figure 3**.

Figure 3



Definition of Program and Services

The U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program was first enacted into law in 1974. These funds are allocated on a local entitlement basis to municipalities with inter-local participation agreements and to activities serving blighted areas within the unincorporated County and for public services which are available countywide. Primary services include:

- ◆ rehabilitation of substandard single-family owner-occupied housing units;
- ◆ replacement housing/new construction;
- ◆ demolition of substandard structures;
- ◆ public services through non-profit agencies, such as housing counseling, training, and transitional shelter;
- ◆ coordination of capital improvements, such as street improvements, construction of parks and recreational facilities, and construction of community/activity centers; and
- ◆ economic development to encourage job creation for low- and moderate-income persons.

Program Objectives for FY 2001

1. Complete 38 rehabilitations in the face of budget reductions.
2. Maintain the average time required to complete capital improvement projects at 18 months.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Rehabilitations (non-emergency):					
Completed	33	n/a	n/a	38	38
Average months to complete	16	n/a	n/a	20	20
New units constructed	6	n/a	n/a	22	22
Capital improvements:					
Projects completed	13	n/a	n/a	18	18
Average months to complete	12	n/a	n/a	18	18
Demolitions	25	n/a	n/a	25	25
Emergency Renovations	56	n/a	n/a	30	30

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$6,204,484	\$17,561,363	\$7,902,816	\$15,479,045
Other	437,464	659,061	549,073	441,508
Interfund Transfers	117,453	140,000	76,754	25,000
TOTAL	\$6,759,401	\$18,360,424	\$8,528,643	\$15,945,553
APPROPRIATIONS				
Personal Services	\$1,359,414	\$1,515,641	\$1,322,788	\$1,513,945
Operating Expenses	2,030,192	1,893,558	1,331,526	2,251,113
Capital Outlay	86,420	235,032	25,745	211,216
Grants and Aid	3,581,105	13,263,171	5,077,120	11,732,156
Reserves	-	413,022	-	212,123
Transfers	322,743	1,040,000	771,464	25,000
TOTAL	\$7,379,874	\$18,360,424	\$8,528,643	\$15,945,553
STAFFING				
Full Time Equivalents (FTEs)	29.25	29.25	30.25	30.25

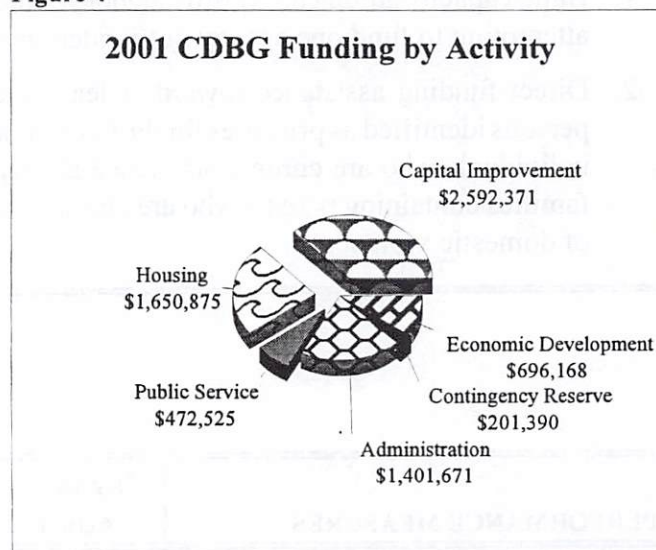
Summary of Key Funding/Service Issues

Focused Funding: The primary objective of CDBG's program is comprehensive redevelopment, focusing resources on the neighborhoods most in need, thereby making the greatest impact on behalf of residents of low and moderate incomes. To identify these neighborhoods, HCD staff uses the *Study to Identify HCD Planning Areas for the Community Development Block Grant Program 1997-2003*, which identifies 23 planning areas, with a population of 62,184, for targeting CDBG funds. This allows the County to serve the largest number of residents with limited resources.

Economic Development. The County will set aside 10% of its FY 2001 CDBG allocation (\$671,300) for economic development projects. Funds will be awarded through a separate application process and will concentrate on projects that maximize impact and ensure project success.

Activities Funded: Figure 4 illustrates the estimated distribution of FY 2001 funds for the CDBG program. Each activity includes any associated administrative costs.

Figure 4



Definition of Program and Services

The Stuart B. McKinney Homeless Assistance Act of 1987 created, among other programs, the Emergency Shelter Grants Program (ESGP). This program makes grants available directly to Palm Beach County as an eligible entitlement community for the rehabilitation or conversion of buildings for use as emergency shelter for the homeless, for the payment of certain operating expenses and essential services in connection with emergency shelters for the homeless, and for homeless prevention activities. The program is designed to be the first step in a continuum of assistance to enable homeless individuals and families to move toward independent living as well as to prevent homelessness. HCD extends these funds in three categories to non-profit agencies that operate temporary shelters and transitional housing or that provide supportive services:

- ◆ Operations and Maintenance of emergency shelters and transitional housing;
- ◆ Essential Services, such as education, training, or counseling; and
- ◆ Homeless Prevention, such as preventing eviction, foreclosure, or disconnection of service.

Program Objectives for FY 2001

1. Build capacity among non-profit agencies which provide services to the homeless by identifying and attempting to fund one agency not funded in the previous year.
2. Direct funding assistance toward at least one agency serving the subpopulation(s) of homeless persons identified as priorities for the County according to the Continuum of Care Collaborative (i.e. individuals who are chronic substance abusers, dually diagnosed, or persons with HIV/AIDS, or families containing parents who are chronic substance abusers, persons with HIV/AIDS, or victims of domestic violence).

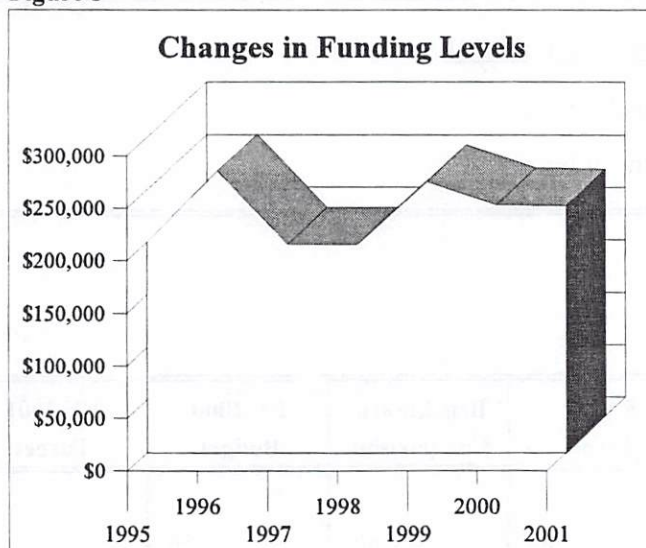
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Non-profit service providers	11	n/a	n/a	11	12
Agencies serving priority	2	n/a	n/a	1	1

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$258,263	\$336,000	\$232,560	\$270,899
TOTAL	\$258,263	\$336,000	\$232,560	\$270,899
APPROPRIATIONS				
Grants and Aids	\$246,657	\$336,000	\$232,560	\$270,899
TOTAL	\$246,657	\$336,000	\$232,560	\$270,899
STAFFING				
Full Time Equivalents (FTEs)	.75	.75	.75	.75

Summary of Key Funding/Service Issues

Uncertain Federal Funding Levels: It is anticipated that, in the future, homeless service units as a key performance indicator will decline. Forecasts of persons to be served are based on the federal funding provided. **Figure 5** illustrates how the funding level has fluctuated, making it difficult for recipient agencies to plan their activities.

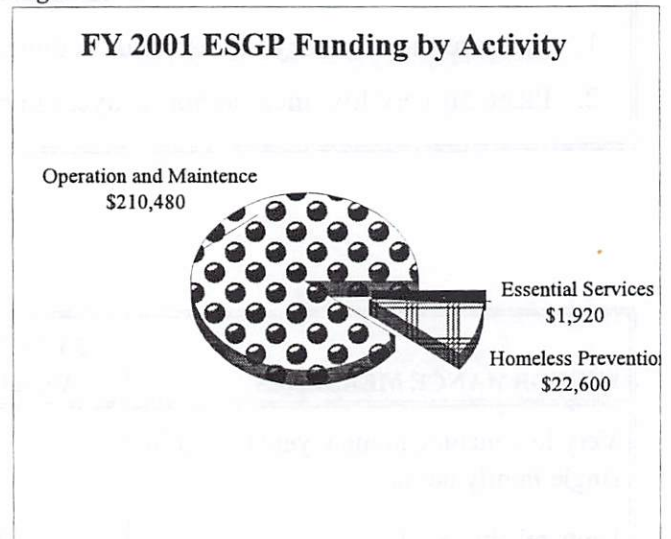
Figure 5



Expenditure Limitations: HCD, as the grantee, must expend all of the grant funding within 24 months of the date of the grant award by HUD.

Activities Funded: HCD funds three major categories of activities under the ESG Program. **Figure 6** illustrates the distribution of FY 2001 funding to each category.

Figure 6



Definition of Program and Services

The HOME Investment Partnership Program (HOME) was created by the 1990 Cranston-Gonzalez National Affordable Housing Act to allocate funds to eligible jurisdictions to strengthen public/private partnerships to provide affordable housing for low and very low income persons. Low-income is defined as persons living below 80% of the median income level and very low income is living below 50% of the median income level. HOME funds can be utilized to carry out multi-year housing strategies through acquisition, rehabilitation, new housing construction, and tenant-based rental assistance. However, only those activities approved by the Board of County Commissioners will be funded. Assistance can be provided through loans, advances, equity investment, interest subsidies, and gap financing. HOME regulations also mandate that 15% of the funds be set aside for a special type of community based non-profit organizations called Community Housing Development Organizations (CHDOs). Primary services administered include:

- ◆ acquire and rehabilitate single family homes conveying ownership to low and very low income homebuyers eligible for a sufficient level of first mortgage financing; and
- ◆ provide financial assistance in the form of second mortgage subsidies to assist low and very low income first time homebuyers eligible for a sufficient level of first mortgage financing to acquire vacant properties and construct new housing units.

Program Objectives for FY 2001

1. Increase the number of households acquiring homes by 5%.
2. Place 50 very low income homebuyers in single family homes.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Very low income homebuyers placed in single family homes	82	n/a	n/a	50	50
Units rehabilitated	206	n/a	n/a	49	49
New units constructed	11	n/a	n/a	49	49

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$2,711,167	\$9,927,446	\$2,914,579	\$5,454,754
Other	70,475	18,000	58,119	20,000
Interfund Transfers	-	3,103,006	-	467,000
TOTAL	\$2,781,642	\$13,048,452	\$2,972,698	\$5,941,754
APPROPRIATIONS				
Personal Services	\$172,881	\$177,656	\$184,363	\$238,121
Operating Expenses	552,994	2,201,438	583,760	1,615,892
Grants and Aids	3,186,630	3,918,437	2,204,575	1,713,862
Reserves	-	6,750,921	-	2,373,879
TOTAL	\$3,912,505	\$13,048,452	\$2,972,698	\$5,941,754
STAFFING				
Full Time Equivalents (FTEs)	3.00	3.00	3.00	3.00

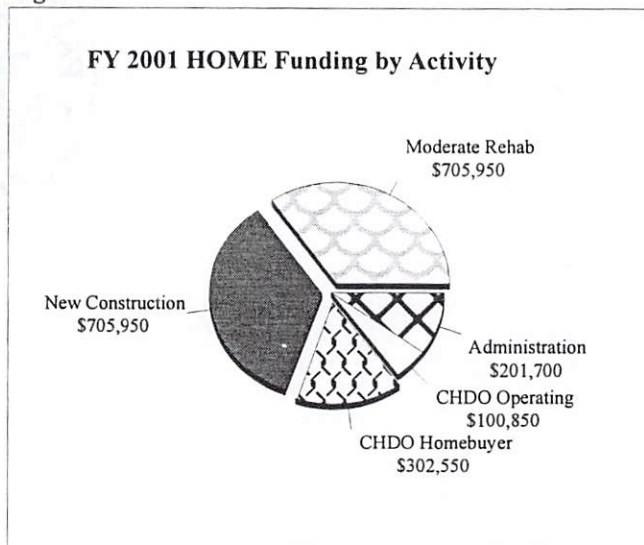
Summary of Key Funding/Service Issues

Federal Funding Levels: Funding for this program has remained steady and forecasts predict that this trend will continue. The number of units produced will be in direct relationship to the funding allocated.

Expenditure Limitations: HCD has 24 months to obligate funds, and expenditures must be made within five fiscal years. Obligated funds are carried forward each year until the grant allocation is fully expended.

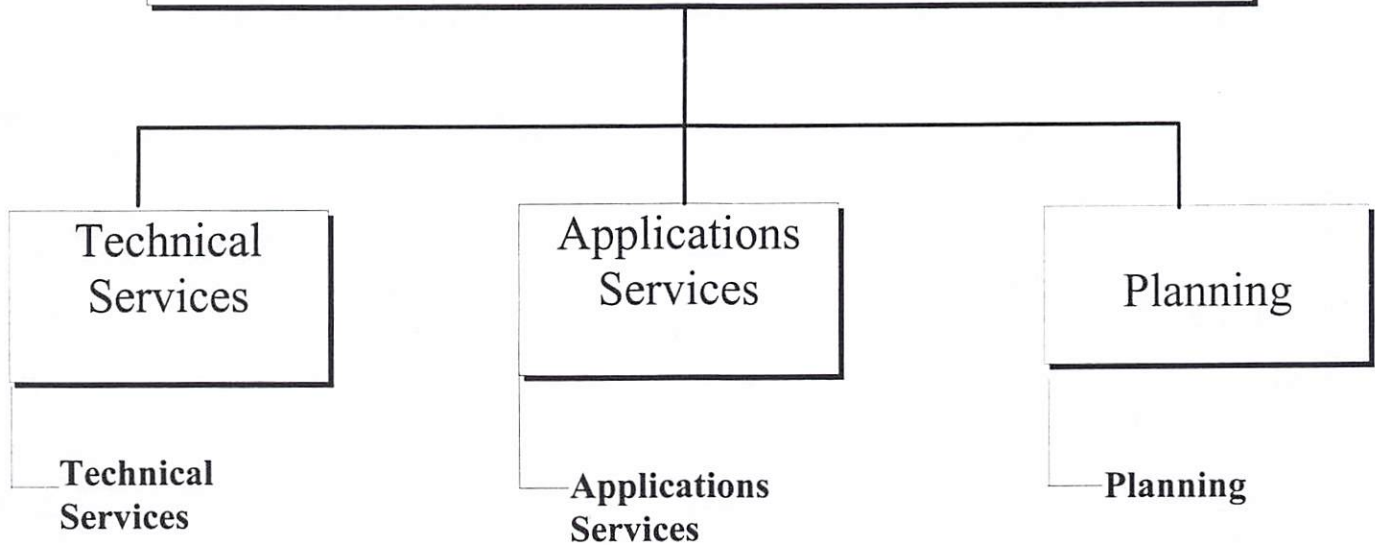
Activities Funded: Figure 7 illustrates the distribution of FY 2001 funds for the HOME program.

Figure 7





Information Systems Services



173 Positions

INFORMATION SYSTEMS SERVICES

INFORMATION SYSTEMS SERVICES

Planning

Implementation Services

Technical Services

Planning

Implementation Services

Technical Services

Mission

To build and maintain the County's information technology infrastructure as a resource for management decision-making, to streamline work processes through automation, and to provide public access to information and services. Computing resources will be managed to assure reliable and cost-effective system performance with a high level of customer satisfaction.

Summary of Services/Facilities

Information Systems Services (ISS) serves the customer information resource needs and expectations of most departments and agencies in Palm Beach County government. These services include:

- application programming support;
- installation and maintenance of the wide area network (WAN) and local area networks (LANs);
- installation and maintenance of file servers, desktop PCs, printers, and other computer hardware;
- project management for various countywide projects;
- standard setting and oversight of information technology procurement; and
- training and support for end user requirements.

Trends and Issues

Modern Technology for the Courts: Years of effort are finally coming to fruition with the planned implementation of new systems for the civil and juvenile courts. These client server systems will enable information to be shared among the various agencies and will provide public access via the Internet. ISS staffs the JIS Project Team and is working closely with the vendor to install a customized version of the vendor's commercial software package. ISS' broad role in providing technical support for the JIS Systems involves project management, applications programming, database and server administration, desktop support, network services, and security.

Focus on Customer Service: With the massive Year 2000 project finished, ISS managers are examining the Department's internal processes with the intention of establishing or updating written policies, procedures, and standards. Methods for monitoring work assignments and management reporting will be evaluated, and enterprise tools for job scheduling and problem tracking will be

researched. The goal is to improve ISS communications and responsiveness to customers, thereby improving our service.

ISS is increasing the use of electronic tools to further reduce the intervals associated with responding to customer requests for services. Remote desktop diagnosis, management and repair will increase on-line problem resolution, thereby reducing the need for site visits. Remote diagnosis and repair will substantially reduce the turn-around time from problem report to fix.

Web-Based Applications Require a Reliable Infrastructure: Internet access has become mission-critical for many County departments and agencies. Reliance on the Internet will increase as citizens and customers demand easier access to County information and services. County agencies are responding by implementing new or enhanced applications which allow taxpayers to conduct business from their home or office PC. The business model for supporting Web applications

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$17,393,765	\$19,713,053	\$19,023,053	\$19,654,785
Other	106,211	-	190,000	1,305,945
TOTAL	\$17,499,976	\$19,713,053	\$19,213,053	\$20,960,730
APPROPRIATIONS				
Personal Services	\$9,094,916	\$10,392,320	\$10,165,469	\$11,272,994
Operating Expenses	6,816,359	8,356,305	8,356,305	9,110,436
Capital Outlay	451,873	689,428	691,279	302,300
Debt Service	58,489	-	-	-
Non-Operating	-	275,000	-	275,000
TOTAL	\$16,421,637	\$19,713,053	\$19,213,053	\$20,960,730
STAFFING				
Positions	169	176	168	173
Full Time Equivalents (FTEs)	169.00	176.00	168.00	173.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Overall customer service rating at Satisfactory level or above	n/a	n/a	n/a	n/a	90%
Ratio of ISS positions to BCC workforce	1:28	n/a	n/a	1:28	1:30

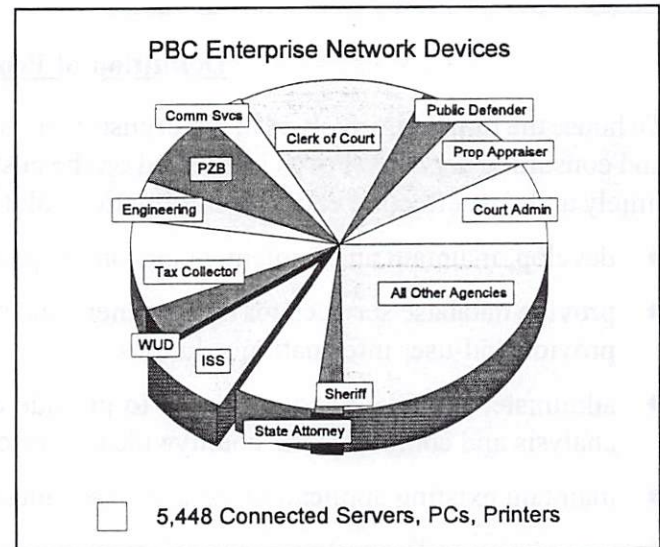
will be much more rigorous than the traditional computing environment, from both a technical and an organizational standpoint, and will require support services on a 24 hour/ 7 day week schedule. High availability systems such as Internet applications depend upon well designed network and server architecture in combination with intelligent software monitoring tools.

County's fiber backbone. Discussions are underway with these agencies with the intent of entering into interlocal agreements, which would help offset the County's networking cost without compromising either the system performance or security.

Enterprise Networking as a Multi-Service Solution: New directions are unfolding as management seeks to make the Enterprise Network available as a resource for multiple services and governmental agencies in Palm Beach County. Cost sharing and savings opportunities are being pursued on several fronts. Service overlaps (voice, video, data) and infrastructure duplication are being evaluated. These issues will ultimately be decided by the County Administrator. Other governmental entities have expressed interest in connecting to the

User Devices Attached to Countywide Network Approach 5,500:

The PBC Enterprise Network is a critical resource that connects County computer systems and employees. Thousands of desktops, printers, and servers are attached to the network, as depicted in the adjacent chart. In addition, the network itself is dependent on a vast array of other devices to allow it to function, such as routers and hubs. A combination of countywide fiber and leased lines from Bell South provide adequate bandwidth for system performance and growth.



Significant Changes From Prior Year

Adapting to the Internet Age: A growing demand for Web-based technology requires that ISS provide the staffing and infrastructure resources necessary to support Palm Beach County's e-government initiatives. During FY 2000, ISS reassigned existing staff positions to create a Web Development Team, for which a permanent manager position is being added in FY 2001. Technical architecture decisions, including software development tools and server platform configuration, have been finalized. The Web Team has been successful in working with County agencies to develop and deploy web-based applications. Efforts have also focused on working with Public Affairs to revamp the County Web Page and utilize the PBC Intranet to streamline some of the County's internal processes and distribute County information.

Organizations from all industry sectors are increasing their reliance on the Internet and browser-based applications to communicate with customers, suppliers, and employees. This trend offers an important opportunity for improving the

County's delivery of services and serves as an incentive to keep pace with peer counties. Recognizing that Internet connectivity is absolutely essential for exchanging information and processing transactions is fundamental to the County's information technology planning.

ISS Establishes Enterprise Security Program: As part of the implementation of new Justice Information Systems, the JIS Policy Board directed staff to establish written policies and procedures relating to information security. Existing positions have been reassigned within ISS to form a centralized security organization. The objective of the security program is to provide a multi-user network environment which provides confidentiality, integrity, and availability in a shared environment for the County's information systems.

Policies have been drafted to address a broad range of security concerns, including: user access rights; data back-up and storage; encryption of sensitive data; protection of information technology facilities; and business continuity planning.

Definition of Program and Services

To house the functions involved in direct customer interface: applications development; project management; and consulting services. Focus is directed on the customers' needs in a shared partnership role in providing timely and cost effective end-user information solutions. Primary services include:

- ◆ develop, maintain and implement customer applications using appropriate technology;
- ◆ provide database services for development and production environments that are cost effective and provide end-user information solutions;
- ◆ administer the GIS Service Bureau to provide countywide geographic data and value-added data analysis and coordinate the countywide GIS effort;
- ◆ maintain existing applications to assure seamless business operation; and
- ◆ provide general consulting and project management services to user departments.

Program Objectives for FY 2001

1. Complete the business plan and initial prototypes for the first phase of PZ&B's planned automated system.
2. Develop and implement two Intranet enterprise-wide applications.
3. Establish development standards for Intranet applications.
4. Meet budgeted projection for developers' billable hours.
5. Implement the GIS Operational Data Model.
6. Recover targeted percentage of GIS Service Bureau costs through revenues collected from sale of value-added services.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% CSRs on time - Applications	76%	n/a	n/a	85%	85%
Billable development hours	82,400	n/a	n/a	75,000	79,200
GIS cost recovery level	n/a	n/a	n/a	n/a	\$58,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$7,504,577	\$8,584,088	\$8,174,602	\$8,726,465
Other	43,805	-	82,736	597,584
TOTAL	\$7,548,382	\$8,584,088	\$8,257,338	\$9,324,049
APPROPRIATIONS				
Personal Services	\$5,007,371	\$5,692,014	\$5,466,329	\$6,151,558
Operating Expenses	1,546,353	2,560,443	2,560,443	2,887,913
Capital Outlay	219,087	229,881	230,566	165,503
Non-Operating	-	101,750	-	119,075
TOTAL	\$6,772,811	\$8,584,088	\$8,257,338	\$9,324,049
STAFFING				
Full Time Equivalents (FTEs)	90.00	97.00	80.00	84.00

Summary of Key Funding/Service Issues

Web Development: ISS has completed the pilot project phase and has assigned dedicated resources for web application development. ISS is currently planning an automated system which would allow agenda documents to be available on-line. This new method of information distribution via electronic media will benefit County departments, the Board of County Commissioners, and the public by enabling interested parties to access the agenda and backup material through the Intra/Internet, and providing electronic archival records. ISS will continue to use contractual staff for web application development and mentoring current ISS staff in the techniques of web application development.

GIS Service Bureau Successfully Launched in FY 2000: FY 2000 was the first year of existence for a centralized resource for analysis of geographical information. Agencies such as Fire-Rescue, Emergency Management, and the Supervisor of Elections have utilized these services. The Service Bureau supports Countywide GIS efforts by building and maintaining the centralized access system, handling electronic data distribution, and maintaining key base map components such as

digital ortho photography and planimetric map layers. Services include integration, conversion, analysis, training, and data publication, among others. A key objective for FY 2001 will be to implement the Operational Data Model. The Service Bureau exceeded revenue projections for the first year and expects to meet or exceed projections for FY 2001.

Major System Upgrades: Several agencies chose to replace and upgrade their automated systems as a Y2K strategy, and ISS was a key component of those endeavors, developing and installing new client server systems for the Tax Collector, Community Services, and Water Utilities Departments. Phase II work on each of these systems will continue during FY 2001. In addition, ISS was selected to develop PZ&B's planned new automated management system. Development began in April 2000 and will continue beyond FY 2001. The PZ&B project will utilize advanced technologies, including browser-based transactions, wireless communications, work flow re-engineering, document management, and GIS mapping.

Definition of Program and Services

To develop short and long range information strategy plans and coordinate development of standards, policies, and procedures for ISS and Palm Beach County. Primary services include:

- ◆ establish and monitor standards, policies, and procedures as necessary to support the information technology infrastructure of Palm Beach County;
- ◆ provide for the development of departmental and countywide information technology planning and strategies;
- ◆ evaluate and prepare budget strategies for technology solutions;
- ◆ assist ISS staff and County agencies in procurement of technology products and services; and
- ◆ assist with the development and monitoring of plans, projects, technical strategies, and resource requirements to improve alignment with the business requirements of ISS and its customers.

Program Objectives for FY 2001

1. Complete a customer survey to determine the level of satisfaction with ISS services.
2. Complete the planning for re-design of the Enterprise Operations Center, and begin renovations.
3. Formalize the Enterprise Security Program as it will operate within ISS.
4. Complete and publish the ISS long-term strategic plan.
5. Establish resources to facilitate the preparation of information technology grant applications by County agencies.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Overall customer service rating at Satisfactory level or above	n/a	n/a	n/a	n/a	90%
# sole source/ proprietary letters prepared	n/a	n/a	n/a	200	150

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$598,738	\$678,842	\$614,549	\$454,961
Other	3,898	-	6,543	29,490
TOTAL	\$602,636	\$678,842	\$621,092	\$484,451
APPROPRIATIONS				
Personal Services	\$267,763	\$305,321	\$304,932	\$235,391
Operating Expenses	313,804	315,771	315,771	212,814
Capital Outlay	21,069	-	389	1,321
Non-Operating	-	57,750	-	34,925
TOTAL	\$602,636	\$678,842	\$621,092	\$484,451
STAFFING				
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

Multi-Vendor Contract for Professional Services:

ISS utilizes professional services I/T contractors for three purposes: (1) to back fill for staff vacancies; (2) to supplement permanent staff in peak periods; and (3) to provide long-term temporary staff for multi-year development projects, creating flexible levels of staffing that adjust annually based on project levels.

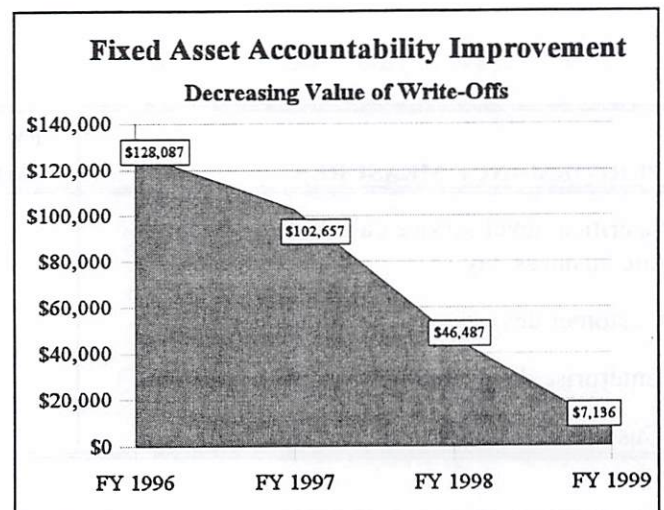
ISS, in close coordination with Purchasing, established the County's first multi-vendor contract. By soliciting a pool of six vendors for each request for contractors, ISS receives resumes for the best applicants available. Costs are also controlled because vendors frequently offer their candidates at rates which are below their established price ceilings for the position. This contract has been highly successful, and has streamlined the process for obtaining contract resources.

ISS Support for County Departments' Grant Application Documentation:

Grant applications frequently require documentation of the information technology structure utilized by the applicant program. To support the County's efforts to maximize cost-sharing opportunities, ISS will

establish an in-house resource to coordinate the required documentation. ISS also plans to pursue technology grant opportunities which would have countywide benefit.

The following chart depicts the continuing improvement in fixed asset accountability during the past four annual inventories. Both the dollar value and the number of assets unaccounted for is depicted for each year. ISS fixed assets total approximately \$17 million.



Definition of Program and Services

To provide technical infrastructure development and management services to Palm Beach County for the dependable and secure transport, processing, and storage of the County's information assets. Data Communications Services (DCS) provides network services to users of the Palm Beach County Enterprise Network. Server Administration Services (SAS) provides the framework for reliable and scalable networked servers and desktops. Enterprise Center Services (ECS) provide dependable, high-quality production processing, printing and output services. The centralized Help Desk and training functions support County staff with problem resolution and technology training. Services include the design, coordination, installation, and maintenance of the County's Wide Area Network and its distributed client/server environment; enterprise application production environment; problem resolution and tracking services; training courses; and documentation and support services.

Program Objectives for FY 2001

1. Complete the deployment of enterprise network and system management tools.
2. Establish a high availability environment for Internet publishing from the County's Emergency Operations Center to the Governmental Center.
3. Establish plans and policies for managing multi-service delivery via the Palm Beach County Wide Area Network.
4. Establish the technical infrastructure and processes for CD authoring.
5. Complete an implementation plan and pilot project for storage area network technology.
6. Complete evaluation of the countywide standard for office suite products.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% critical level service calls resolved within one business day	n/a	n/a	n/a	n/a	98%
Customer devices on network	n/a	n/a	n/a	5,038	5,448
Enterprise distributed servers maintained by	43	n/a	n/a	44	57
Customers trained	1,798	n/a	n/a	2,000	2,100

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$9,290,450	\$10,450,123	\$10,233,902	\$10,473,359
Other	58,508	-	100,721	678,871
TOTAL	\$9,348,958	\$10,450,123	\$10,334,623	\$11,152,230
APPROPRIATIONS				
Personal Services	\$3,819,782	\$4,394,985	\$4,394,208	\$4,886,045
Operating Expenses	4,956,202	5,480,091	5,480,091	6,009,709
Capital Outlay	211,717	459,547	460,324	135,476
Debt Service	58,489	-	-	-
Non-Operating	-	115,500	-	121,000
TOTAL	\$9,046,190	\$10,450,123	\$10,334,623	\$11,152,230
STAFFING				
Full Time Equivalents (FTEs)	75.00	75.00	84.00	85.00

Summary of Key Funding/Service Issues

Evolution of the Enterprise Server: Several critical information systems, including financial and payroll systems, still reside on the mainframe (or Enterprise) server. During FY 2001, ISS will be evaluating the role of the Enterprise Server in the County's infrastructure. The future evolution of the Enterprise Server will be determined by the demand for enterprise database access, the life expectancy of existing applications, the change in demand for high-volume printing and reporting, and its potential as a Web platform or countywide database repository.

Wide Area Network Offers Alternatives: ISS is upgrading network equipment within County buildings to support our customers' increasing use of bandwidth-intensive applications such as GIS data transport and document imaging. The existing installed fiber has adequate bandwidth capacity for voice, video, graphic images, and other future applications based on requests from the user community, and will require only periodic upgrades to network equipment as demand increases. The

implementation of those applications is expected to continue increasing during the foreseeable future. Interest has also been expressed by other governmental entities regarding their use of the County's WAN. Any inter-local agreements developed as a result of these agreements will protect the County's interests regarding cost-sharing, network performance, bandwidth reservations, and system security.

Desktop Office Suites: Because of the evolving changes in the software industry regarding office suite applications (word processing, spreadsheets, etc.), ISS, in conjunction with the Standards Subcommittee, is reconsidering the County's standard office suite products, i.e., Word Perfect, QuattroPro, and Presentations. Operational and fiscal impacts will be weighed for various scenarios, including maintaining status quo, or phasing in a conversion to Microsoft products. This decision will also bear upon ISS' training program, Solution Center services, and Desktop support.



Medical Examiner

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graph TD; A[Medical Examiner] --> B[Medical Examiner];
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Medical Examiner

17 Positions

Medical Examiner

Medical Examiner

Mission

The Medical Examiner's Office is mandated by Chapter 406 of the Florida Statutes to investigate and determine the cause and manner of death of any person who dies in Palm Beach County when that person dies as a result of criminal violence, accident, suicide, while in police or penal institution custody, or when unattended by a physician.

Summary of Services/Facilities

The Medical Examiner's Office performs statutory forensic investigative responsibilities through the combined efforts of a Forensic Pathologist, Investigator, Technician staff, and an operational/support staff. Twenty-four hour Forensic Investigative support is provided to all local, County and state law enforcement agencies in order to determine the cause and manner of death of

all statutory Medical Examiner cases. Autopsies are performed and pathologic detail is documented through case reports for possible evidence. The Medical Examiner's Forensic staff provides case testimony through deposition, grand jury testimony, and court testimony.

Trends and Issues

Medical Examiner Software Upgrade: In September 2000, major upgrades were completed by I.S.S. of the Medical Examiner software which is utilized to document all autopsies and investigations. This creates a more user friendly application as well as enhances statistical and report generation when coupled with the use of Crystal Reports.

Transition to Digital Cameras: During FY 2000 the Medical Examiner's Office completed phasing into the use of digital cameras for autopsy and investigative documentation. Supplemental 35 mm cameras are used as necessary.

Cold Case Squad: The Chief Medical Examiner and Forensic Supervisor have actively participated with the newly formed Palm Beach Sheriff's Office "Cold Case Squad" which was designed to review and attempt to solve previously unsolved homicide cases.

Definition of Program and Services

To investigate all deaths reported to the Palm Beach County Medical Examiner's Office which fall under the guidelines of Chapter 406 of the Florida Statutes. Primary services include:

- ◆ provide 24 hour forensic investigative support to all local, County and state law enforcement agencies;
- ◆ determine the cause and manner of death of all Medical Examiner cases submitted for review
- ◆ provide support to law enforcement agencies in the presentation of forensic evidence to the court system;
- ◆ provide cremation request review or investigation to all funeral homes; and
- ◆ provide death causation factors and statistical data to all requesting agencies.

Program Objectives for FY 2001

1. Improve communications with health care and criminal justice agencies.
2. Provide evidentiary testimony to all civil and criminal cases as necessary.
3. Develop and institute an educational program directed toward the secondary and post secondary educational systems.
4. Develop and improve the data collection system to enhance information retrieval and dissemination.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Total cases investigated (excluding cremations)	2,654	n/a	n/a	2,790	2,850
Scene investigations	436	n/a	n/a	410	410
Autopsies	700	n/a	n/a	735	750
Inspections	311	n/a	n/a	355	355
Cremation approvals	5,187	n/a	n/a	5,060	5,060
Public speaking engagements	n/a	n/a	n/a	55	60
Educational autopsy sessions	n/a	n/a	n/a	30	32
Depositions	n/a	n/a	n/a	45	50

Metropolitan Planning Organization



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graph TD; A[Metropolitan Planning Organization] --> B[Transportation Disadvantaged]; A --> C[Transportation Planning]; B --> D[Transportation Disadvantaged]; C --> E[Transportation Planning];
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The diagram is an organizational chart for a Metropolitan Planning Organization. At the top is a box labeled "Metropolitan Planning Organization". A vertical line descends from this box and splits into two horizontal lines. Below the left horizontal line is a box labeled "Transportation Disadvantaged". Below the right horizontal line is a box labeled "Transportation Planning". From the bottom of the "Transportation Disadvantaged" box, a vertical line descends to another box labeled "Transportation Disadvantaged". Similarly, from the bottom of the "Transportation Planning" box, a vertical line descends to another box labeled "Transportation Planning".

Transportation
Disadvantaged

Transportation
Planning

Transportation
Disadvantaged

Transportation
Planning

10 Positions

Metropolitan Planning Organization



Transportation
Planning

Transportation
Planning

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Personal Services	\$137,724	\$125,000	\$142,500	\$147,500
TOTAL	\$137,724	\$125,000	\$142,500	\$147,500
APPROPRIATIONS				
Personal Services	\$893,799	\$1,068,485	\$1,071,049	\$1,213,034
Operating Expenses	559,754	777,855	736,455	819,760
Capital Outlay	1,750	3,502	-	44,540
Grants and Aids	-	-	-	48,690
TOTAL	\$1,455,303	\$1,849,842	\$1,807,504	\$2,126,024
STAFFING				
Positions	15	16	16	17
Full Time Equivalents (FTEs)	15.00	16.00	16.00	17.00

Significant Changes From Prior Year

Construction Completion: The final phase of the Medical Examiner Facility construction was completed in October, 1999, with the completion of the Morgue Building.

New Body Cooler: A new and larger body cooler was constructed and completed in July, 2000, thereby increasing the potential capacity.

Forensic Supervisor Position Allocated: This position was created to oversee and supervise a staff of Forensic Investigators and Forensic Technicians as well as the morgue operations.

Forensic Pathologist: An additional Forensic Pathologist has been added for FY 2001.

Associate Medical Examiner: The Medical Examiner's Office has jurisdiction over one of the largest counties in the state, with total deaths exceeding 12,000 annually. One thousand of these deaths fall under its jurisdiction, 720 require an autopsy, and 692 are of a violent nature requiring court testimony and extensive work. The current workload is about 231 violent deaths per physician. The addition of an Associate Medical Examiner will bring down the level to 173 violent deaths per physician, which is still well above other large districts in the state. **Fiscal Impact: \$98,029.**



Mission

To perform continuing, comprehensive, and coordinated transportation planning required under federal, state, and local regulations.

Summary of Services/Facilities

The Metropolitan Planning Organization (MPO) is responsible for both long (twenty years) and short (five years) range comprehensive transportation planning. The areas monitored by the MPO have expanded beyond socio-economic data, transit statistics, and roadway improvements and now

include other travel modes, safety, and beautification. As a large urban area with a population exceeding 1,000,000, the MPO serves as a TMA (Transportation Management Area) with the attendant responsibilities and requirements.

Trends and Issues

Significant Changes in the Transportation Planning Process: Palm Beach County is placing less emphasis on vehicle movement and greater emphasis on creating a friendly environment to the general public. This trend is evident in the 2020 Long Range Plan which contains fewer roadway lane-miles than the previous 2015 plan. One such roadway with a reduced number of lane-miles is the US1 Highway corridor. The public is in favor of a roadway network that will not provide the adopted level of service standard on each link, but will instead experience some congestion. Other modes (buses, bicycles, sidewalks) of transportation are

being requested to provide mobility to the public as an alternative to auto use.

Several issues emerge as a result of this trend. A balance between land use and transportation becomes a noteworthy goal. Areas where the approvals approach the available capacity will require land use limits. Therefore, determining the available remaining capacity is critical. The provision of bus service for a portion of the trips also becomes a priority. The largest issues are the funding for all modes of transportation and projects; as well as, the necessary implementation time.

Significant Changes From Prior Year

Project and Program Planning: During the previous years, the MPO evaluated projects and funding for projects and programs in the near term, and five to ten years in the future. These projects addressed current problems and involved shifting and balancing funds in the five-year MPO and FDOT programs. This year, the emphasis shifts to long range planning as the MPO performs an update

of its long range plan to 2025. This effort will involve projections of population and employment to be used to forecast travel demands. A multi-modal transportation system will be developed that is a balance between local desires and the demands of the traveling public. The resulting plan must also be cost feasible.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,561,948	\$1,252,354	\$933,902	\$960,838
Other	254,434	74,202	116,866	46,710
TOTAL	\$1,816,382	\$1,326,556	\$1,050,768	\$1,007,548
APPROPRIATIONS				
Personal Services	\$482,335	\$589,997	\$507,110	\$615,337
Operating Expenses	1,002,168	845,166	606,723	563,159
Capital Outlay	6,265	4,000	4,000	8,650
Interfund Transfers	469,650	74,202	74,202	46,710
TOTAL	\$1,960,418	\$1,513,365	\$1,192,035	\$1,233,856
STAFFING				
Positions	10	10	10	10
Full Time Equivalents (FTEs)	10.00	10.00	10.00	10.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Board requested special studies completed	2	2	n/a	2	2
New studies and updates to existing plans completed as scheduled	2	2	n/a	2	2
Compliance documents completed as required under Federal and State yearly reporting requirements	3	3	n/a	3	3
Updates to Short Range Planning documents	n/a	n/a	n/a	2	2

Definition of Program and Services

To plan for Palm Beach County's disadvantaged population. The client base is composed primarily of those persons who, because of physical or mental disability, income status, age, handicap, high risk or at-risk children, are unable to transport themselves or purchase transportation. Services entail the transportation of disadvantaged persons to health care, employment, education, shopping, social activities, and other life sustaining activities.

Program Objectives for FY 2001

1. Assist the County in preparing and updating the Transportation Disadvantaged Service Plan.
2. Compile and summarize Transportation Disadvantaged revenues and expenditures for preparation of annual reports as required by the Commission for the Transportation Disadvantaged.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Annual documents and agreements submitted to regulatory agency within stipulated time frame	100%	n/a	n/a	100%	100%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$899,311	\$38,061	\$38,061	\$38,695
Other	1,720	-	60	-
TOTAL	\$901,031	\$38,061	\$38,121	\$38,695
APPROPRIATIONS				
Operating Expenses	\$621,426	\$38,061	\$38,061	\$38,695
Interfund Transfers	291,354	-	-	-
TOTAL	\$912,780	\$38,061	\$38,061	\$38,695
STAFFING				
Positions	3	1	1	1
Full Time Equivalents (FTEs)	3.00	1.00	1.00	1.00

Summary of Key Funding/Service Issues

Grant Funding for Transportation

Disadvantaged: Grant funds will be monitored and reported to the Commission annually. Activities of the local Community Transportation Coordinator will be evaluated to ensure continued funding of the Program.

Definition of Program and Services

Transportation Planning consists of three components or processes: long range planning; short range planning; and comprehensive planning coordination. The long range planning process (2020 Plan) addresses transportation needs for at least 20 years. The short range planning process addresses existing and interim transportation needs for a five-year period. Comprehensive Planning involves the coordination, maintenance, and implementation of local comprehensive plans, regional policy plans, and state growth management planning.

Program Objectives for FY 2001

1. Update and maintain a long-range, multi-modal transportation system plan that continues to meet all requirements and guidelines consistent with both local, regional, and statewide comprehensive plans and federal regulations and programs.
2. Maintain a short-range planning process to include plan updates to existing management and transportation systems, special studies, and growth management.
3. Promote and establish a meaningful public participation process involving the general public, interested parties, and the business community.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Administrative support documents completed	n/a	n/a	n/a	n/a	3
Planning documents maintained or updated	n/a	n/a	n/a	n/a	2
Technical and informational documents prepared and distributed	n/a	n/a	n/a	n/a	4
Funding and grant programs administered	n/a	n/a	n/a	n/a	3

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$662,637	\$1,214,293	\$895,841	\$922,143
Other	252,714	74,202	116,806	46,710
TOTAL	\$915,351	\$1,288,495	\$1,012,647	\$968,853
APPROPRIATIONS				
Personal Services	\$482,335	\$589,997	\$507,110	\$615,337
Operating Expenses	380,742	807,105	568,662	524,464
Capital Outlay	6,265	4,000	4,000	8,650
Interfund Transfers	178,296	74,202	74,202	46,710
TOTAL	\$1,047,638	\$1,475,304	\$1,153,974	\$1,195,161
STAFFING				
Positions	7	9	9	9
Full Time Equivalents (FTEs)	7.00	9.00	9.00	9.00

Summary of Key Funding/Service Issues

Planning Tasks for FY 2001: The MPO will initiate an update of its long range plan to 2025. The adopted plan will depict the roadway network; as well as, transit, bicycle, and pedestrian requirements. The MPO staff will continue to support regional transit activities with Broward and Miami-Dade counties. Freight and goods movement will be included in planning efforts. The MPO will coordinate efforts with Palm Tran to carry out a performance monitoring program of the fixed route system. Short range transportation plans and programs will be reviewed and updated.

Palm Tran

— **Operations**

— **Maintenance**

— **SpecTran**

— **Marketing**

— **Capital Expansion**

4 Positions

Point Test

1. The first step in the process is to identify the problem.

2. The second step is to gather information.

Mission

To provide Palm Beach County with a safe, convenient, user friendly, and affordable public transportation system.

Summary of Services/Facilities

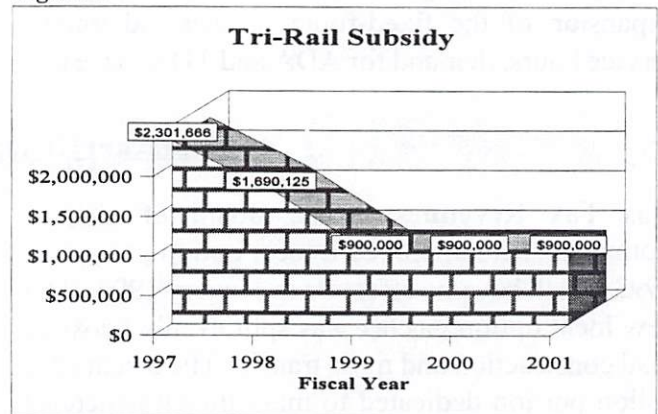
Palm Tran provides two types of public transit service to nearly all urbanized portions of the County. The current traditional fixed-route service was implemented in August 1996. Service is offered seven days a week from approximately 5:30 a.m. to 8:30 p.m. weekdays with slightly reduced hours on weekends. Major high demand routes operate every 30 minutes weekdays and hourly on weekends. Most other routes operate every 30 minutes during peak travel periods (a.m./p.m. traffic rush) and hourly during midday, nights and weekends. Weekday service utilizes 118 of the 142 buses in the fleet.

The Accessibility Programs Division of Palm Tran (SpecTran) provides the second type of public transit service. This Division provides door-to-door specialized service for people with disabilities. The door-to-door service generally operates the same days and hours of service as the fixed-route system. Service is provided by contract for management services (reservations and scheduling) and direct operation of vehicles.

Trends and Issues

Tri-Rail Subsidy: Beginning in FY 1994 and continuing through last year, Palm Beach County, along with Dade and Broward Counties, have equally subsidized Tri-Rail's operating loss. For FY 2000, a subsidy of \$900,000 was budgeted and remains at the same level for FY 2001. Previous fiscal years have included one-year only increases in either state funding provided to Palm Tran for Tri-Rail feeder services or swap-out of federal capital funds for operational assistance above the \$900,000 level. Tri-Rail and the other two counties are currently studying additional funding sources as well as the possibility of a three-county regional approach to all mass transit services. See **Figure 1**.

Facilities: In January 1997, Palm Tran opened a new satellite maintenance and operations center in Delray Beach. The new facility serves routes operating from Lantana Road south. As a result of the reduced mileage and travel time savings

Figure 1

resulting from operating from two facilities, approximately \$1 million in annual operating costs was saved. A new main facility was opened in West Palm Beach in January 1999 to serve the remainder of the County and house Operations, Maintenance, and the Administrative Offices of Palm Tran.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$15,524,476	\$19,999,398	\$12,337,238	\$22,017,602
User Fees/Charges	4,226,275	5,250,371	5,177,934	9,224,641
Other	11,654,762	13,105,131	11,617,112	22,425,940
Interfund Transfers	5,889,759	6,812,102	6,803,278	10,665,723
TOTAL	\$37,295,272	\$45,167,002	\$35,935,562	\$64,333,906
APPROPRIATIONS				
Personal Services	\$20,734,228	\$20,031,388	\$19,941,614	\$21,420,419
Operating Expenses	11,898,246	12,102,051	13,325,418	20,732,355
Capital Outlay	6,674,960	8,932,897	1,768,530	20,945,808
Grants and Aids	1,077,927	900,000	900,000	900,000
Reserves	-	3,200,666	-	335,324
TOTAL	\$40,385,361	\$45,167,002	\$35,935,562	\$64,333,906
STAFFING				
Positions	2	2	2	4
Full Time Equivalents (FTEs)	2.00	2.00	2.00	4.00

ADA Compliance: FY 1996 marked the conversion from operating the SpecTran paratransit service under the State Transportation Disadvantaged (TD) Program to service mandated by the Americans with Disabilities Act (ADA). As a result of the larger service area caused by the expansion of the fixed-route service and longer service hours, demand for ADA and TD service has

substantially increased. For example, the budget for FY 2001 shows an increase of approximately 235% since the conversion. For FY 2001, projections show a reduction in the cost of ADA service based on the expected approval and adoption of more stringent eligibility standards. In addition, riders of SpecTran will have the option to utilize the fixed route system for free.

Significant Changes From Prior Year

Gas Tax Revenues: The Board of County Commissioners approved a local option gas tax in 1993 which became effective in January 1994. The new local option gas tax was split evenly between road construction and mass transit. The 3 cents per gallon portion dedicated to mass transit generates approximately \$10 million annually. With the system expansion in August 1996, the current level of public transit and the increased ADA program, more revenue is required than is generated annually by the current dedicated portion of the gas tax. For

FYs 2000-2004 an additional \$500,000 annually will be directed to Mass Transit to maintain existing and planned service levels.

System Expansion: Full expansion of the fixed-route transit system was completed in August 1996. Since that time, daily ridership has nearly doubled and continues to show increases each month. As the system matures, Palm Tran is reviewing and eliminating non-productive routes while maintaining the ridership growth.

Definition of Program and Services

To provide daily scheduled service in a timely, safe, customer friendly, and professional manner. Primary services include:

- ◆ hire and train drivers;
- ◆ dispatch vehicles;
- ◆ establish work assignments and administer the union contract;
- ◆ investigate accidents; and
- ◆ investigate and respond to customer complaints.

Program Objectives for FY 2001

1. Maintain "at-fault" accidents at .5 per 100,000 miles or less.
2. Provide greater than 99% of scheduled service.
3. Increase the percent of on-time performance to 90% for peak hour trips and 95% for off peak trips.
4. Increase average miles per passenger complaint to 7,500.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
"At-fault" accidents per 100,000 miles	.3	n/a	2.5	.5	.5
Percent of scheduled trips met	100%	n/a	n/a	99%	99%
Percent of trips on time - Peak /Off-peak	93% / 94%	n/a	n/a	90% / 95%	90% / 95%
Average miles per complaint	5,442	n/a	n/a	7,500	7,500

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$7,068,073	\$7,776,901	\$7,816,072	\$7,890,638
User Fees/Charges	3,982,929	4,813,761	4,852,811	4,978,531
Other	10,894,873	10,294,824	8,817,653	7,874,294
Interfund Transfers	5,565,000	5,885,000	5,885,000	8,673,695
TOTAL	\$27,510,875	\$28,770,486	\$27,371,536	\$29,417,158
APPROPRIATIONS				
Personal Services	\$15,065,827	\$14,564,122	\$14,538,438	\$15,308,777
Operating Expenses	2,515,962	2,636,930	3,343,482	3,508,886
Grants and Aids	1,077,927	900,000	900,000	900,000
TOTAL	\$18,659,716	\$18,101,052	\$18,781,920	\$19,717,663
STAFFING				
Positions	2	2	2	4
Full Time Equivalents (FTEs)	2.00	2.00	2.00	4.00

Summary of Key Funding/Service Issues

Budget Increase: The increase in FY 2001 over FY 2000 for operations is due to normal inflationary factors.

Cost per Mile: The direct operating costs for FY 2001 are projected at \$3.44 per mile. The increase over FY 2000 is a result of inflationary increases and a slight increase in route miles. See **Figures 2 and 3**.

Figure 2

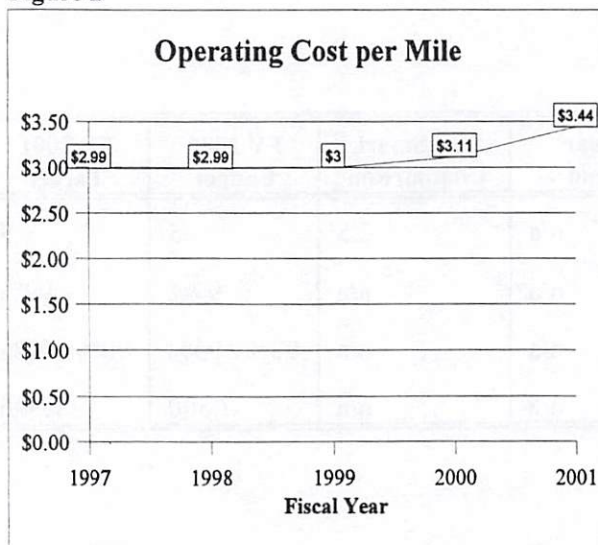
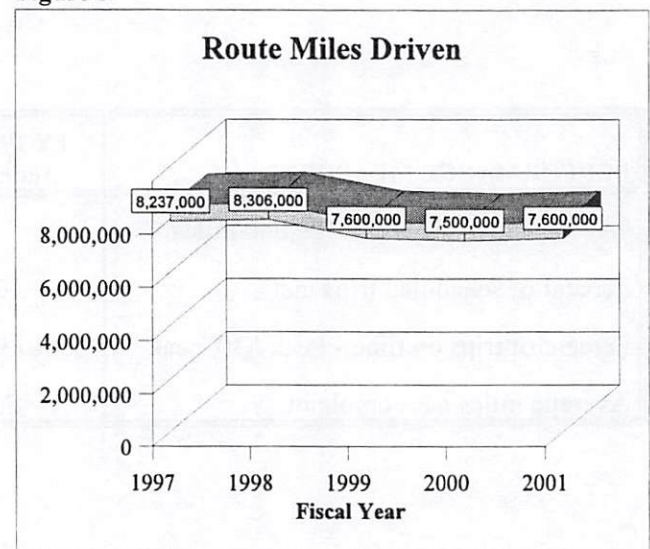


Figure 3



Definition of Program and Services

To provide proper, cost effective maintenance of the bus fleet ensuring that sufficient vehicles are available to meet daily service requirements. Primary services include:

- ◆ preventive maintenance and tire rotation on buses and service vehicles;
- ◆ accident repair, routine maintenance, and road call assistance;
- ◆ daily cleaning, washing, and fueling of buses and service vehicles;
- ◆ storage and replacement of parts inventory; and
- ◆ revenue collection.

Program Objectives for FY 2001

1. Perform proper preventive maintenance every 6,000 miles.
2. Reduce road calls to 6,000 miles between road calls and maintain wheelchair lift road calls at 75,000 miles.
3. Ensure sufficient vehicles are available to meet scheduled service.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Average miles between road calls	9,649	n/a	n/a	6,000	6,000
Average miles between wheelchair lift road calls	95,754	n/a	n/a	75,000	75,000

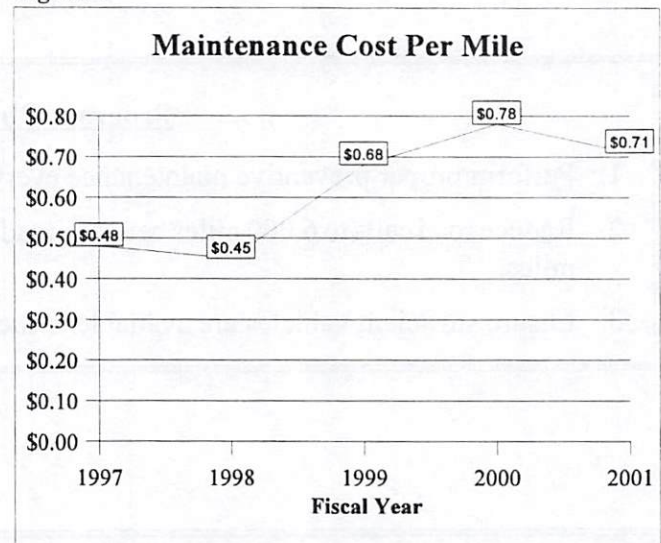
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$13	-	-	-
Other	(33,765)	-	-	-
TOTAL	(\$33,752)	-	-	-
APPROPRIATIONS				
Personal Services	\$4,671,673	\$4,494,814	\$4,443,433	\$4,681,940
Operating Expenses	1,178,607	1,504,602	1,598,162	1,375,382
TOTAL	\$5,850,280	\$5,999,416	\$6,041,595	\$6,057,322

Summary of Key Funding/Service Issues

Maintenance Budget: The maintenance budget is a direct reflection of the miles operated and the age of the fleet. For FY 2001, a decrease is projected which relates to the replacement of a significant portion of the bus fleet. The expected reduction of aging buses is outlined in the capital expansion section. Also critical is a new Maintenance Work Order/Inventory Control system, implemented and operating in FY 2000, to provide better control and utilization of inventory.

Cost Per Mile: The maintenance cost per mile in **Figure 4** shows an increase in FY 2000 to \$.78, and a decrease to \$.71 in FY 2001. The cost per mile increase was due to increased personal services costs, reclassifications, and the aging of the fleet. The replacement of buses in FY 2001 is responsible for the projected decrease.

Figure 4



Definition of Program and Services

The Accessibility Programs Division is responsible for Palm Tran's programs and services for people with disabilities. The Division's primary program is the SpecTran Dial-A-Ride Program. The SpecTran Program administers door-to-door transportation services for seniors and people with disabilities, a requirement under the Americans with Disabilities Act (ADA). The Division also provides services under Chapter 427, Florida Statutes, which mandates transportation for individuals defined as "transportation disadvantaged" (TD). While the transportation services are currently provided by three contractors, Ambulette of the Palm Beaches, Two Wheels, Inc., and Palm Beach Transportation. The Accessibility Programs staff is responsible for all administrative functions of the Spec Tran program, including contract management, eligibility certification, and customer service monitoring.

Program Objectives for FY 2001

1. Provide service as outlined by the ADA and TD statutes and service to seniors.
2. Evaluate and screen new and existing clients under the new eligibility process.
3. Provide fixed-route transit training to 100 individuals.

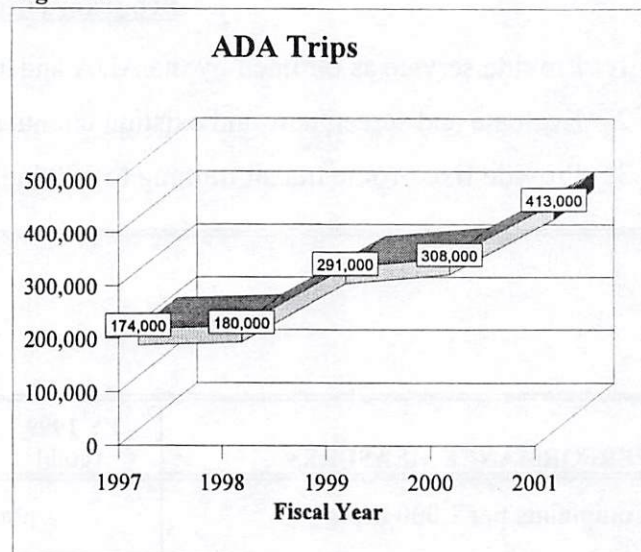
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Complaints per 1,000 trips	n/a	n/a	n/a	1	1
Individuals receiving fixed-route transit training	147	n/a	n/a	100	100
Paratransit applicants evaluated	1,748	n/a	n/a	150	150

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,415,778	\$2,579,628	\$2,579,628	\$2,729,455
User Fees/Charges (sale of surplus)	243,330	436,610	325,123	4,246,110
Other	(4,711)	2,704,602	2,726,189	3,290,273
Interfund Transfers	324,759	927,102	918,278	1,992,028
TOTAL	\$1,979,156	\$6,647,942	\$6,549,218	\$12,257,866
APPROPRIATIONS				
Personal Services	\$719,779	\$648,570	\$624,881	\$965,288
Operating Expenses	6,502,481	6,634,867	7,762,968	13,758,138
Reserves	-	3,200,666	-	335,324
TOTAL	\$7,222,260	\$10,484,103	\$8,387,849	\$15,058,750

Summary of Key Funding/Service Issues

Service Utilization: Paratransit trips have steadily increased each year. Given the steady increase in demand for ADA paratransit service, coupled with the increases in TD services being provided by SpecTran, service demand for ADA increased to 308,000 trips during FY 2000. A \$1 fare was implemented in May 1998 and a \$1.50 fare was implemented in June 1999 to help offset the cost of these services. Currently a management service company is taking reservations and scheduling trips. The actual transportation service for trips is provided by three contract service companies. In addition, Spec Tran assumed the responsibility for the DOSS transportation services during FY 2000. See Figure 5.

Figure 5



Definition of Program and Services

To educate customers and the general public regarding Palm Tran's services by developing marketing, advertising, and public relations programs, as well as producing all schedules and media related graphics. Primary services include:

- ◆ market research;
- ◆ undertake multi-media campaigns and media purchasing;
- ◆ develop internal/external relations programs;
- ◆ produce bus schedules, maps, and other media related materials; and
- ◆ provide community outreach programs.

Program Objectives for FY 2001

1. Increase the number of Palm Tran riders to 6.3 million per year.
2. Create a positive community image.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Ridership	5,436,618	n/a	n/a	6,000,000	6,300,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$3	-	-	-
Other	(5,334)	-	-	-
TOTAL	(\$5,331)	-	-	-
APPROPRIATIONS				
Personal Services	\$276,949	\$323,882	\$334,862	\$464,414
Operating Expenses	451,485	509,975	374,528	376,875
TOTAL	\$728,434	\$833,857	\$709,390	\$841,289

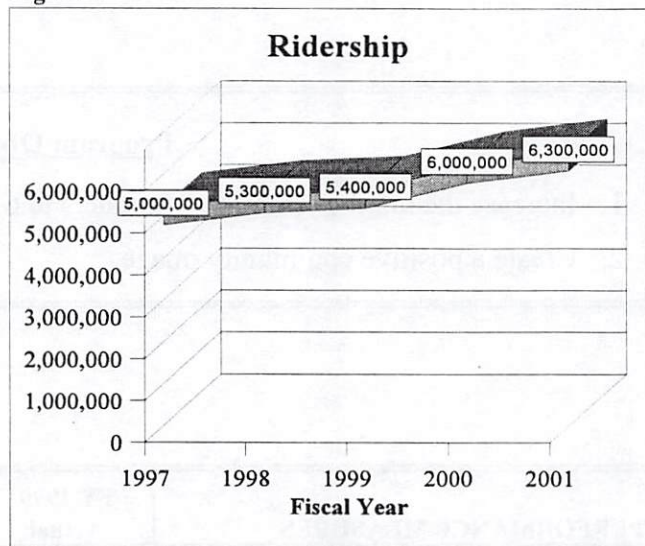
Summary of Key Funding/Service Issues

Ridership Increase: As a result of the introduction of the unlimited ride Quik Pass, ridership increased significantly during FY 2000. Ridership continues to show positive increases each month. Ridership is anticipated to have continued growth during FY 2001 as a result of a number of factors, including marketing, teen and senior riders, and an increase of awareness. Approximately 6.3 million riders are anticipated for FY 2001. See **Figure 6**.

Increase in Marketing Initiatives: In order to increase awareness of Palm Tran and attract new riders, marketing initiated a variety of both traditional and innovative strategies including the following:

- Radio and print advertisements;
- Selling annual passes for magnet school students in cooperation with the School Board;
- Introduction of the Quik Pass program; and
- Marketed the redesigned ADA Eligibility process for paratransit services.

Figure 6



Definition of Program and Services

To provide the facilities, machinery, and capital equipment required by the Department to fulfill its mission economically and efficiently.

Program Objectives for FY 2001

1. Replace 38 aging buses and obtain 21 buses for expansion and contingency.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Buses replaced and added	18	n/a	n/a	18	59

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$7,040,625	\$9,642,869	\$1,941,538	\$11,397,509
Other	803,699	105,705	73,270	11,261,373
TOTAL	\$7,844,324	\$9,748,574	\$2,014,808	\$22,658,882
APPROPRIATIONS				
Operating Expenses	\$1,249,711	815,677	\$246,278	\$1,713,074
Capital Outlay	6,674,960	8,932,897	1,768,530	20,945,808
TOTAL	\$7,924,671	\$9,748,574	\$2,014,808	\$22,658,882

Summary of Key Funding/Service Issues

Replacement Buses: A growing number of Palm Tran's fleet of buses need to be replaced due to age. To meet this demand, 59 buses are currently on order, with a delivery date during FY 2001. The Board of County Commissioners recently authorized transmittal of a grant request to secure

funding for these buses, including the use of a State Infrastructure Bank Loan. Funding from the annual Federal Transit Administration Section 5307 process includes new service vehicles, upgraded fareboxes, capitalized maintenance, and transit enhancements.

Parks & Recreation

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graph TD; A[Parks & Recreation] --> B[Planning & Design Division]; A --> C[Maintenance Division]; A --> D[Recreation Division]; B --> E[Park Development & Operations]; C --> F[Recreation Programs & Facilities]; D --> F;
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Planning &
Design Division

Park Development &
Operations

Maintenance
Division

Recreation
Division

Recreation Programs &
Facilities

526 Positions

Parks & Recreation



Recreation Programs & Facilities

Park Development & Operations

Mission

To continually improve the quality, quantity, and cost effectiveness of services provided to the public by:

- ▶ acquiring, developing, and maintaining adequate park acreage to meet the needs of residents;
- ▶ providing the public free access to the community's natural resources;
- ▶ providing people of all ages recreational opportunities which meet their diverse personal, social, and cultural needs;
- ▶ providing children with recreational opportunities that improve self-esteem and promote positive social development; and
- ▶ providing for the safety of park users through the provision of park law enforcement officers, lifeguards, safety education programs, and proper preventive maintenance.

Summary of Services/Facilities

The Parks and Recreation Department serves residents countywide through 84 regional, district, community, beach, and neighborhood parks encompassing 7,535 acres. Services range from public safety to grounds maintenance and recreation programs for all ages and abilities to funding assistance programs to other park providers. Special facilities include family aquatic centers,

community centers, nature centers, championship golf courses, fishing piers, and historical and cultural museums. Development of new parks to meet the needs of a growing population occurs through the Parks Capital Program, which is primarily funded through impact fees, bonds, and grants.

Trends and Issues

County Funded Assistance: To meet the demand for additional recreational facilities and programs, the County has initiated numerous funding efforts with the School Board, municipalities, and other public and private service providers. One of the most successful funding programs has been the Recreation Assistance Grant Program that has provided \$10.4M over the past seven years to fund more than 230 park improvement projects and recreation programs.

Cost Effectiveness: Efforts will be made to explore various methods of increasing revenues to offset associated expenditures in meeting the demand for programs and services at new and existing facilities.

Capital Program: It is estimated that more than \$20M will be expended annually the next three years for the acquisition and development of new park facilities. Associated annual operating and maintenance costs are projected to be 6 - 10% of the Capital Program. This investment in capital is necessary to address the increase in population and associated demand for new facilities.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$5,981,890	\$7,686,958	\$7,108,934	\$8,133,920
Inter-Departmental Charges	158,482	30,000	22,500	55,304
Other	1,311,136	1,612,923	1,308,542	898,558
Interfund Transfers	-	12,955	-	-
TOTAL	\$7,451,508	\$9,342,836	\$8,439,976	\$9,087,782
APPROPRIATIONS				
Personal Services	\$18,204,982	\$21,486,805	\$20,462,920	\$23,964,294
Operating Expenses	11,027,320	13,037,245	12,703,910	16,193,786
Capital Outlay	1,469,620	3,246,380	2,303,310	1,297,593
Debt Service	127,959	-	4,095	-
Grants and Aids	193,700	267,758	267,758	278,054
Reserves	-	635,049	-	671,945
Interfund Transfers	697,676	762,529	762,529	758,229
TOTAL	\$31,721,257	\$39,435,766	\$36,504,522	\$43,163,901
STAFFING				
Positions	473	501	499	526
Full Time Equivalents (FTEs)	460.71	489.80	489.70	516.20

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Developed acres per 1,000 population	3.29	n/a	n/a	3.33	3.30
Population	1,042,198	+10%	n/a	1,067,000	1,082,140
Net operating cost per capita	\$24.64	+29%	n/a	\$28.13	\$31.42
Volunteer Hours	73,756	n/a	70,000	79,000	75,000
Customer satisfaction index	97%	n/a	90%	90%	90%

Significant Changes From Prior Year

New Park Construction: A significant amount of the supplemental requests for FY 2001 are related to the new and expanded parks anticipated to come online next year. New positions and operating expenditures were added to maintain and program the following parks: Peanut Island, Winston Trails, Ocean Cay, CCRT parks, Riverbend, and District Park "B". **Fiscal Impact: \$368,855.**

Increase in Base Budget: The significant base budget increase is a result of the annualization of costs associated with recently completed new parks and fixed increases in waste, insurance, and fleet costs. **Fiscal Impact: \$1,013,955.**

Definition of Program and Services

The provision of safe, clean, functional, and attractive parks, structures, and open spaces which meet the passive and active recreational needs of the visiting public. Primary services include:

- ◆ provide for continued acquisition and development of properties to meet the recreational needs of a growing population;
- ◆ provide the daily grounds maintenance of all park properties, such as; mowing, edging, fertilizing, restroom and picnic area cleaning, refuse collection and disposal, and beach cleaning;
- ◆ provide support services for youth association functions, special events, and other recreational activities occurring throughout the park system;
- ◆ ensure park structures and furnishings are maintained in a safe, functional, and attractive condition;
- ◆ protect the integrity of the natural resources through restoration and scheduled maintenance;
- ◆ operate and maintain park campgrounds countywide; and
- ◆ provide proactive specialized law enforcement patrol for all park lands and waters.

Program Objectives for FY 2001

1. Increase Campground revenue by at least 4%.
2. Maintain 90% of park properties in accordance with developed standards.
3. Initiate a replacement program for antiquated restroom and picnic facilities.
4. Increase the number of athletic fields by 13%.
5. Develop a contractual agreement for park law enforcement services.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Developed acres	3,436	+13%	n/a	3,554	3,575
Net operating cost per developed acre	\$3,780	n/a	n/a	\$4,282	\$4,841
Parks maintained to standards	94%	n/a	90%	90%	90%
Athletic fields	n/a	n/a	n/a	n/a	116
Increase in campground revenue	19%	+42%	n/a	16%	4%
FTE law enf. deputies per 1,000 acres	10.8	n/a	12.0	11.0	11.0
Number of select park amenities*	604	n/a	n/a	n/a	645
*Playgrounds, picnic shelters, athletic fields, irrigation systems, and restrooms.					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$864,653	\$901,700	\$886,740	\$908,500
Inter-Departmental Charges	158,482	-	-	25,304
Other	10,138	65,000	6,796	24,620
TOTAL	\$1,033,273	\$966,700	\$893,536	\$958,424
APPROPRIATIONS				
Personal Services	\$10,490,301	\$11,959,870	\$11,540,475	\$13,149,834
Operating Expenses	6,469,543	7,101,088	6,910,006	9,622,118
Capital Outlay	978,524	1,587,116	1,325,257	478,548
TOTAL	\$17,938,368	\$20,648,074	\$19,775,738	\$23,250,500
STAFFING				
Positions	276	294	288	303
Full Time Equivalents (FTEs)	274.99	293.11	287.26	301.44

Summary of Key Funding/Service Issues

Increased Park Usage: The use of existing parks has increased dramatically, as evidenced by an increase in: restroom usage, garbage collection, and park closures due to overcrowding. This increase in park usage creates significant challenges to maintain the desired levels of service with existing resources.

System Growth & Aging Facilities: The tremendous growth in the number of athletic fields, playgrounds, restrooms, and picnic facilities, coupled with the aging of many park facilities, has resulted in the need to increase the funding provided for repair and renovation.

Definition of Program and Services

To provide quality recreation opportunities for people to pursue their needs and interests during their leisure time. Primary services include:

- ◆ provide a variety of recreation programs, activities, and events for people of all ages and abilities;
- ◆ manage, program, and coordinate the use of the Department's recreational, cultural, and environmental education facilities;
- ◆ coordinate and program the use of athletic facilities by youth and adult groups and individuals;
- ◆ provide a variety of youth programs including countywide after school and summer camp programs at schools and park facilities;
- ◆ provide self-sustaining comprehensive golf opportunities at County courses;
- ◆ provide prevention, rescue, and emergency medical services at County beaches, pools, and water parks; and
- ◆ provide water safety education instruction and presentations for schools, groups, and individuals.

Program Objectives for FY 2001

1. Increase the number of youths served by 5%.
2. Increase overall program and facility attendance by 5%.
3. Successfully open, initiate operations, and begin programming at District Park B, Ocean Cay Park, and Phase II of the Morikami Museum's Japanese gardens.
4. Increase the number of golf rounds played by 2%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Youths served	2,339,507	n/a	n/a	2,656,679	2,789,512
Program and facility attendance	6,826,978	+75%	n/a	7,150,000	7,507,500
Program participant satisfaction	99%	n/a	n/a	95%	95%
Net cost per participant	\$1.20	n/a	n/a	\$1.40	\$1.25
Golf rounds played	151,090	+243%	n/a	164,800	168,096

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$5,117,237	\$6,785,258	\$6,222,194	\$7,225,420
Inter-Departmental Charges	-	30,000	22,500	30,000
Other	1,300,998	1,547,923	1,301,746	873,938
Interfund Transfers	-	12,955	-	-
TOTAL	\$6,418,235	\$8,376,136	\$7,546,440	\$8,129,358
APPROPRIATIONS				
Personal Services	\$7,714,681	\$9,526,935	\$8,922,445	\$10,814,460
Operating Expenses	4,557,777	5,936,157	5,793,904	6,571,668
Capital Outlay	491,096	1,659,264	978,053	819,045
Debt Service	127,959	-	4,095	-
Grants and Aids	193,700	267,758	267,758	278,054
Reserves	-	635,049	-	671,945
Interfund Transfers	697,676	762,529	762,529	758,229
TOTAL	\$13,782,889	\$18,787,692	\$16,728,784	\$19,913,401
STAFFING				
Positions	197	207	211	223
Full Time Equivalents (FTEs)	185.72	196.69	202.44	214.76

Summary of Key Funding/Service Issues

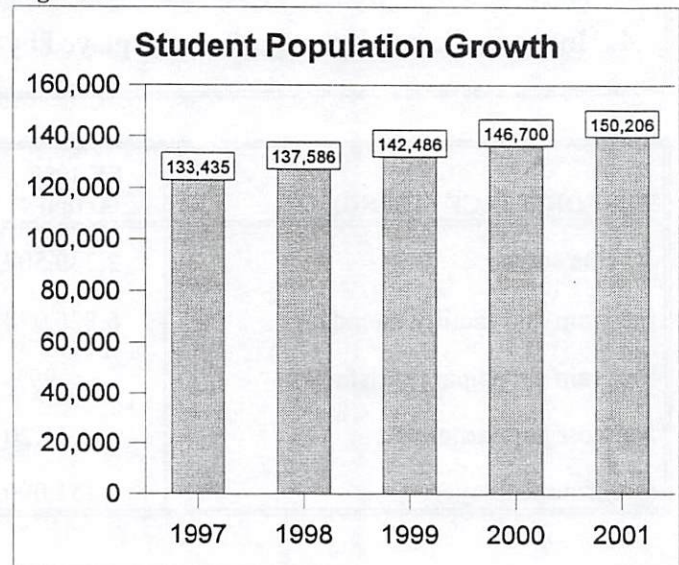
Growth in Student Population: The continuing increase in the student age population has resulted in increased After School, Summer Day Camp, and Youth Sports program and service demands. These needs are being addressed through collaborative efforts between the Division, School Board, Children's Services Council, Boys and Girls Clubs, Youth Sports Associations, and other youth service providers.

See Figure 1

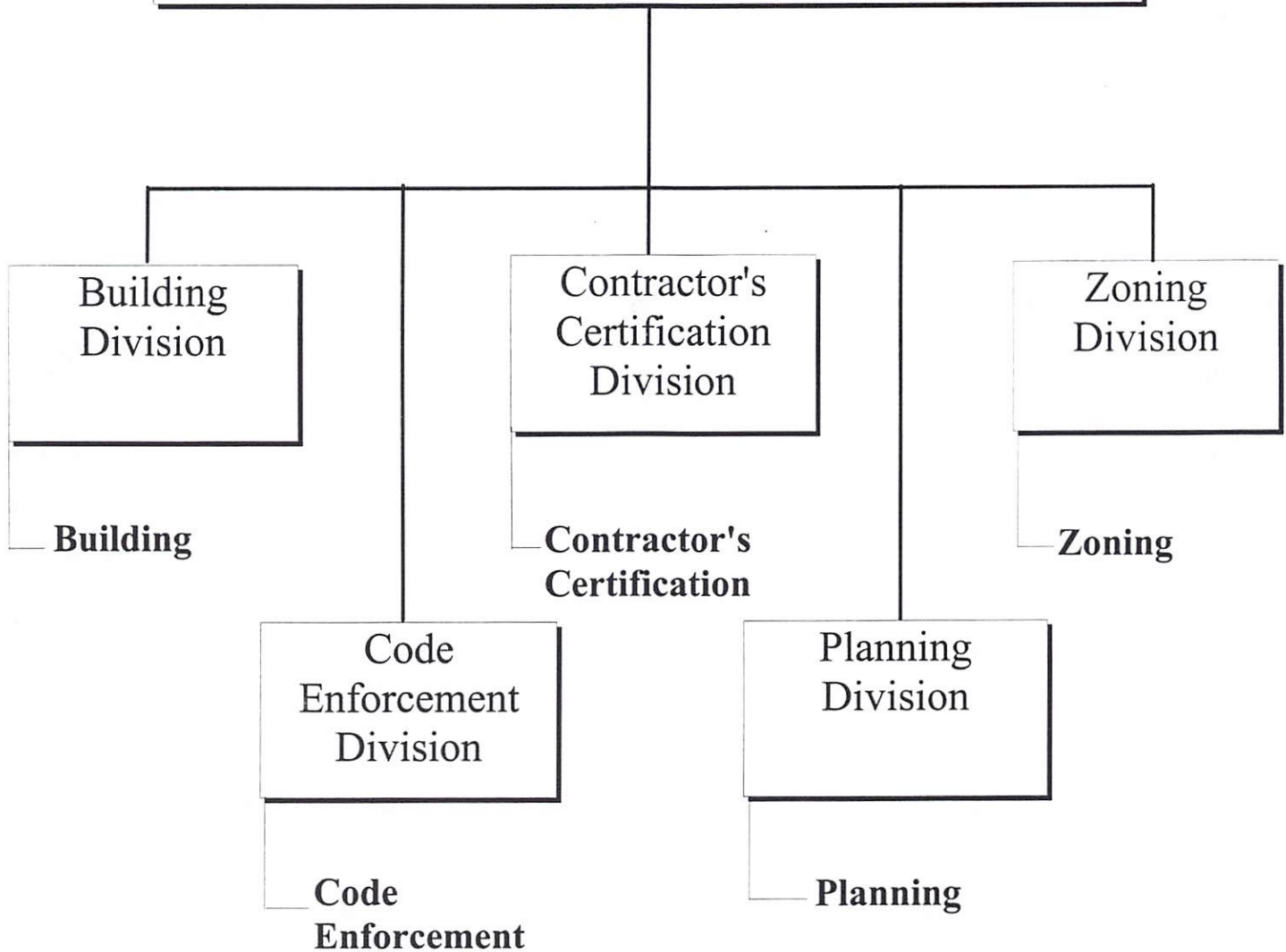
Aquatic Facility Growth: The number of new water parks and expanded pool facilities will result in a tremendous increase in attendance and revenue. This in turn will present significant service challenges associated with the staffing of the facilities and the appropriate fiscal controls.

Opening Phase II of the Japanese Gardens: Broadening the appeal of the Museum by including the Japanese Gardens will offer the opportunity for program and service expansions, which will result in increased attendance and revenue.

Figure 1

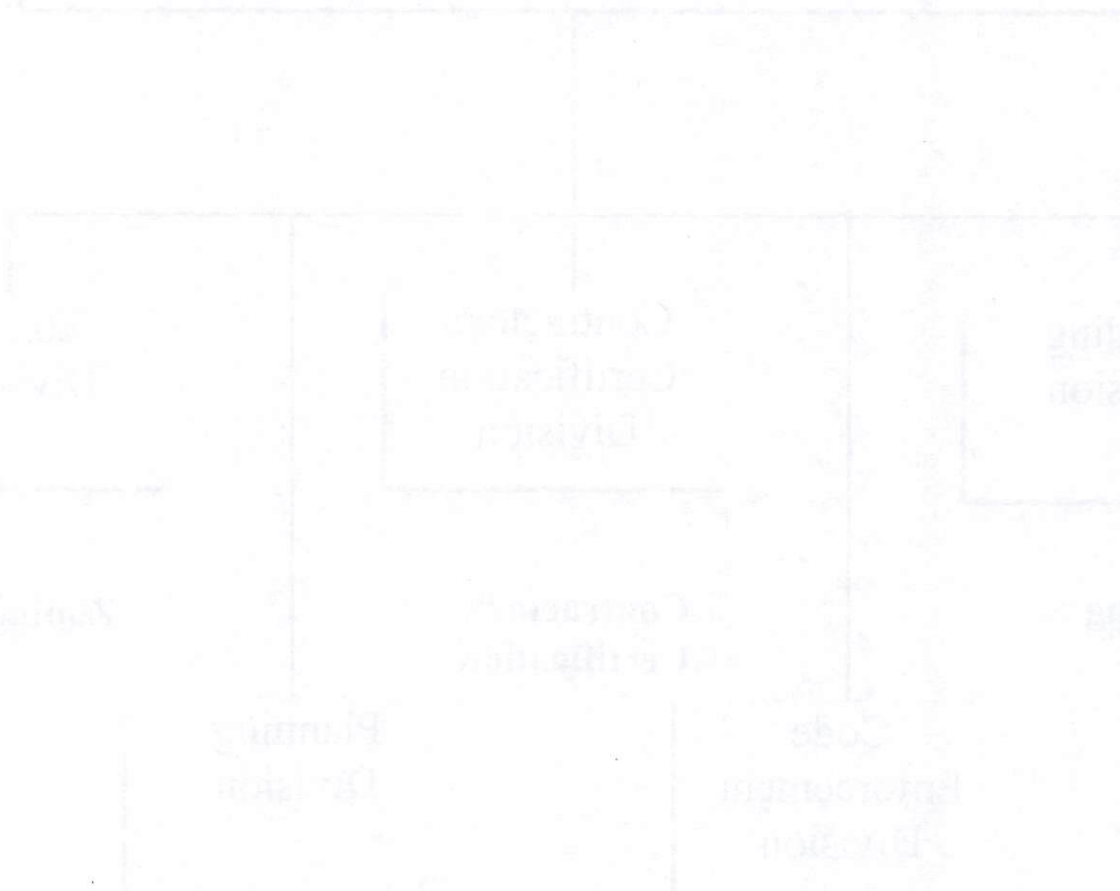


Planning, Zoning & Building



368 Positions

Planning & Building



Mission

To help the people of Palm Beach County maintain a quality community through:

- ▶ comprehensive planning which responds to the changing needs and values of the community, both in the natural and built environments, and creates opportunities to realize the community's desired vision of the future;
- ▶ development review which applies performance and aesthetic standards for new development and redevelopment;
- ▶ inspections which insure a safe, well-built environment;
- ▶ the equitable enforcement of County codes which promote safety and livability;
- ▶ the certification of contractors to protect the community by assuring a knowledgeable, qualified workforce; and
- ▶ enhancement and promotion of intergovernmental relationships between the public and private sectors.

Summary of Services/Facilities

The Planning, Zoning and Building Department provides growth management and redevelopment services including comprehensive planning, development review, construction permitting and inspection, code enforcement, and certification of contractors. Services are provided at the Department's main facility in West Palm Beach. Limited services are provided from a South

County office at the Southeast County complex, a Northeast County office at the Juno Beach Town Hall, and a West County office in the Governmental Building in Belle Glade. An office will be included in the new Midwestern Communities Service Center, scheduled to open July 2001.

Trends and Issues

Planning Division: The Planning Division will continue the development of the Sector Plan for the central Western Communities. This effort will attempt to address the land use, transportation, and water resource issues in the 60,000 acre area surrounding the Acreage. The Division will continue the work on the Ag Reserve Master Plan, initiating the Plan amendments required to incorporate the conceptual plan into the Comprehensive Plan. Coordination with the municipalities and the School District to establish school concurrency will continue to require the Division's attention and support. Implementation of the Managed Growth Program, especially the provisions which must be incorporated into the Unified Land Development Code, is also expected

to have a major impact on the Division's workload. Community revitalization is expected to continue as an issue for the Division.

Zoning: Primary tasks facing the Zoning Division include incorporation of the Managed Growth Tier System into the Unified Land Development Code and the creation of land development regulations consistent with ongoing amendments to the Comprehensive Plan. Other significant code revision projects anticipated include the creation of property development regulations to implement the Ag Reserve Master Plan, Sector Plan, and Rural Cluster Development.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$11,889,717	\$11,446,500	\$11,242,500	\$11,243,000
Grants	36,710	-	50,000	-
User Fees/Charges	1,011,705	1,010,400	1,007,184	998,200
Fines & Forfeitures	871,704	464,000	485,000	490,000
Other	552,340	12,900,561	14,512,463	14,219,572
TOTAL	\$14,362,176	\$25,821,461	\$27,297,147	\$26,950,772
APPROPRIATIONS				
Personal Services	\$16,205,237	\$18,015,559	\$15,851,795	\$19,247,043
Operating Expenses	5,384,529	8,616,482	4,668,710	10,935,575
Capital Outlay	597,409	470,950	168,950	803,000
Debt Service	27,207	8,470	8,477	8,477
Grants and Aids	-	-	20,000	20,000
Transfers	-	400,000	400,000	1,600,000
Reserves	-	8,711,167	335,000	7,012,800
TOTAL	\$22,214,382	\$36,222,628	\$21,452,932	\$39,626,895
STAFFING				
Positions	331	338	338	368
Full Time Equivalents (FTEs)	331.00	338.00	338.00	368.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Code enforcement violations	4,458	n/a	n/a	5,000	5,000
Construction plans reviewed	36,522	n/a	n/a	42,000	44,000
Permits issued	43,817	n/a	n/a	56,500	52,000

The implementation of architectural control standards will require the creation of a new Section within the Division.

Building Division: The County's continued favorable economic outlook is expected to sustain building permit activity at current levels. Assessment of building permit fee schedules in concert with construction industry representatives is planned and will examine current and anticipated service levels and the effectiveness of present cost recovery. Further work on automation of business procedures will resume now that Year 2000 conversion requirements are completed.

Code Enforcement: The Division will be concentrating on increasing on-the-job training as well as increasing enforcement efforts in zoning petition review and lot clearing.

Contractor's Certification: The Division will continue to monitor the State of Florida's efforts toward uniform licensure. Field investigations will continue to concentrate on unlicensed construction activity. The Construction Industry Licensing Board will review and update rules, regulations, and standards.

Definition of Program and Services

To provide a high level of service to the citizens of Palm Beach County through effective and efficient administration and enforcement of construction codes and standards to ensure the beneficial interests and concern for the preservation and protection of the public's safety, health, and general welfare.

Primary services include:

- ◆ timely and thorough review of permit applications, drawings, and specifications for the issuance of building permits, including structural, plumbing, electrical, and heating/cooling;
- ◆ on-site construction inspections performed at the necessary stages in the construction process;
- ◆ interfacing with the construction industry; and
- ◆ administrative and technical staff support for the Building Code Advisory Board of Palm Beach County and the Construction Board of Adjustment and Appeals.

Program Objectives for FY 2001

1. Attain an average permit processing time as follows:
 Type III permits (residential renovations, alterations, etc).....5 days.
 Type V permits (1 & 2 family dwellings, townhouses).....10 days.
 Type VI permits (multi family and commercial/industrial)....12 days.
2. Cooperate in developing a Flood Elevation Information Database merging FEMA flood elevation data with zoning development maps (Quad maps) for use in elevation certifications.
3. Evaluate current building permit fee schedules and review with industry the need for any rate schedule adjustments necessary to provide responsive service.
4. Conduct operations analysis relating to the development of a new electronic data management system.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Permit processing time (days):					
Additions, interior alterations	15.7	n/a	n/a	6	5
Residences and townhouses	31.1	n/a	n/a	10	10
Multi-family/non-residential	23.3	n/a	n/a	10	12
Inspections per day per inspector:					
Structural	16.7	n/a	n/a	14	14
Electrical	15.0	n/a	n/a	12	12
Mechanical	14.0	n/a	n/a	10	10
Plumbing	19.0	n/a	n/a	18	18
Condemnations/unsafe	70	n/a	n/a	50	60
% of non-productive inspections	19.8%	n/a	n/a	15%	15%
Construction plans reviewed	36,522	n/a	n/a	42,000	44,000
Permits issued	43,817	n/a	n/a	56,500	52,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$10,551,427	\$10,001,000	\$10,000,000	\$10,000,000
User Fees/Charges	923,800	901,000	922,800	914,000
Fines and Forfeitures	15,767	-	15,000	15,000
Other	506,417	12,875,561	14,437,040	14,198,252
TOTAL	\$11,997,411	\$23,777,561	\$25,374,840	\$25,127,252
APPROPRIATIONS				
Personal Services	\$8,289,521	\$9,310,003	\$8,182,799	\$9,954,032
Operating Expenses	3,471,703	5,208,891	3,034,989	6,234,420
Capital Outlay	77,473	147,500	12,500	326,000
Transfers	-	400,000	400,000	1,600,000
Reserves	-	8,711,167	335,000	7,012,800
TOTAL	\$11,838,697	\$23,777,561	\$11,965,288	\$25,127,252
STAFFING				
Positions	182	183	182	201
Full Time Equivalents (FTEs)	182.00	183.00	182.00	201.00

Summary of Key Funding/Service Issues

Efficiency Improvements: Average permit issuance turnaround time continues to be the major focus of industry and the Building Division. The Division will continue filling vacancies in plan review and permit intake. The challenge for this fiscal year will be to provide responsive service while the entire building industry adjusts to major code changes.

Building Permit Fee Update: Even with the loss of revenue from the Village of Wellington's incorporation and establishment of its own Building Department, Building Permit Fees did not require adjustment during FY 2000. By funding previous budget shortages with reserve funds and process efficiencies, Building Permit Fees have been maintained at current levels for over a decade.

Definition of Program and Services

To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:

- ◆ respond to complaints by citizens, the Board of County Commissioners, departments, and divisions;
- ◆ establish target areas throughout Palm Beach County for review by the Community Support Team to improve the "livability" of the area;
- ◆ conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and
- ◆ conduct Code Enforcement Hearings to promote compliance with applicable codes and ordinances.

Program Objectives for FY 2001

1. Establish a benchmark for the number of zoning petitions reviewed for compliance.
2. Improve ability to assist blighted neighborhoods through enforcement of a Lot Clearing Ordinance (dependent upon adoption of proposed Ordinance changes).

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Customer initiated complaints	5,305	n/a	n/a	6,000	6,000
Action Center requests	539	n/a	n/a	400	400
Commission District complaints	90	n/a	n/a	100	100
Violation Notices issued	4,458	n/a	n/a	5,000	5,000
Notices to Correct issued	202	n/a	n/a	400	400
Cases referred to the CEB	2,386	n/a	n/a	2,000	1,800

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,684	\$8,400	\$8,225	\$8,200
Fines & Forfeitures	787,437	424,000	400,000	400,000
Other	22,076	25,000	12,031	11,300
TOTAL	\$814,197	\$457,400	\$420,256	\$419,500
APPROPRIATIONS				
Personal Services	\$1,591,474	\$1,695,822	\$1,539,605	\$1,929,079
Operating Expenses	889,898	985,881	781,518	1,199,130
Capital Outlay	26,934	11,400	11,400	17,000
Grants and Aids	-	-	20,000	20,000
TOTAL	\$2,508,306	\$2,693,103	\$2,352,523	\$3,165,209
STAFFING				
Positions	36	37	37	43
Full Time Equivalents (FTEs)	36.00	37.00	37.00	43.00

Summary of Key Funding/Service Issues

Implementation of Special Master Process: The Special Master process, which replaced the former Code Enforcement Board, was implemented in fiscal year 1999. The revised process has proven more efficient. This fiscal year, refinements to the process are anticipated.

BCC Condition Enforcement: A total of five Code Enforcement Officers have been approved to concentrate on enforcement of conditions imposed on BCC-Zoning petitions. The additional staff will provide the opportunity for proactive enforcement, where only complaint response was possible in the past.

Definition of Program and Services

To implement and enforce the Special Act 67-1876, Laws of Florida and Florida Statute, Chapter 489, which regulate the construction industry within Palm Beach County. Primary services include:

- ◆ licensing of contractors through an examination and evaluation process;
- ◆ field investigation of alleged violations of construction licensing regulations;
- ◆ staff assistance to the Construction Industry Licensing Board;
- ◆ staff assistance to the Local Construction Regulation Board; and
- ◆ recovering fraudulently obtained funds for citizens through investigation, administration, and prosecution processes.

Program Objectives for FY 2001

1. Through administrative resolution procedures, reduce the number of cases referred to the Construction Industry Licensing Board/Local Construction Regulation Board to 15.
2. Through administrative resolution procedures, reduce the number of cases referred to the State Attorney to 20.
3. Close 80% of cases within 30 days.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Cases referred to the Construction Industry Licensing Board/Local Construction Regulation Board	5	n/a	n/a	15	15
Cases referred to the State Attorney	18	n/a	n/a	20	20
% cases closed within 30 days	76%	n/a	n/a	90%	80%
Complaints administratively resolved	55	n/a	n/a	60	60

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$468,343	\$400,000	\$400,000	\$400,000
User Fees/Forfeitures	13	-	135	-
Fines & Forfeitures	68,500	40,000	70,000	75,000
TOTAL	\$536,856	\$440,000	\$470,135	\$475,000
APPROPRIATIONS				
Personal Services	\$640,730	\$763,567	\$708,289	\$777,763
Operating Expenses	696,576	889,101	648,136	1,144,216
Capital Outlay	24,461	-	-	-
TOTAL	\$1,361,767	\$1,652,668	\$1,356,425	\$1,921,979
STAFFING				
Positions	21	21	21	22
Full Time Equivalents (FTEs)	21.00	21.00	21.00	22.00

Summary of Key Funding/Service Issues

Efficiency Improvements: Assignments will be restructured to reduce travel time and costs in investigating complaints and conducting field audits.

Pro-Active Enforcement: The public education/awareness program will be continued and expanded to provide information to consumers which will alert them to and help them avoid potential contracting problems.

Automation: The record system for complaints and investigation results is a high priority for automation.

Interagency Cooperation: Staff will continue to expand job audits with other related state and local agencies such as the Worker's Compensation Strike Force and local building departments to diminish unlicensed construction activities and worker's compensation fraud.

Legislative Awareness: The Division will monitor and take a leadership role with State Legislative committees that will be drafting proposed legislation concerning contractor licensing issues. Changes in law and the provision of education to local Building Departments and Contractors will also be accomplished.

Definition of Program and Services

To attain a quality community through comprehensive planning which responds to the changing needs and values of the community, in both the natural and built environments, and creates opportunities to realize the community's desired vision of the future. Primary services include:

- ◆ updating and implementing, as necessary, the Comprehensive Plan including the Future Land Use Atlas;
- ◆ reviewing proposed development for Comp Plan consistency;
- ◆ reviewing proposed annexations;
- ◆ conducting studies related to the use of land, the provision of infrastructure and services, the protection of natural resources, and economic development; and
- ◆ responding to requests for planning information from the public, municipalities, and County departments.

Program Objectives for FY 2001

1. Continue the development of the Sector Plan for the Central Western communities.
2. Continue small area stabilization and revitalization plans primarily through small area studies and the Countywide Community Revitalization Team (CCRT).
3. Enhance the integration of land use and transportation planning.
4. Initiate an inventory of sites suited for infill development as well as the development of flexible standards to facilitate the development /redevelopment of identified areas.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Demographic data requests	712	n/a	n/a	700	1,000
Public contacts	2,388	n/a	n/a	3,200	3,000
Proposed annexations reviewed	72	n/a	n/a	35	50
Developer petitions reviewed	13	n/a	n/a	100	50

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$36,710	-	\$50,000	-
User Fees/Charges	62,207	\$81,000	56,000	\$56,000
Other	-	-	15,000	-
TOTAL	\$98,917	\$81,000	\$121,000	\$56,000
APPROPRIATIONS				
Personal Services	\$1,916,791	\$2,126,157	\$1,846,599	\$2,271,762
Operating Expenses	1,113,617	1,846,662	1,018,964	2,468,604
Capital Outlay	40,435	-	-	7,000
TOTAL	\$3,070,843	\$3,972,819	\$2,865,563	\$4,747,366
STAFFING				
Positions	44	44	44	48
Full Time Equivalents (FTEs)	44.00	44.00	44.00	48.00

Summary of Key Funding/Service Issues

Sector Planning: The Division will continue the Sector Planning process, working with the County's consultant to complete the conceptual overlay for this effort and incorporate it into the Comprehensive Plan.

Land Use and Transportation: The Division will explore alternative methodologies for increasing the linkages between transportation and land use planning, including alternative ways to measure transportation concurrency and ways to promote alternative modes of transportation.

Infill Study: The Division will undertake an inventory of vacant, abandoned, or significantly

underutilized sites which may be appropriate for infill initiatives. The inventoried sites will be mapped and their physical characteristics identified to assist in the potential development of a prototype master plan for infill projects.

Countywide Community Revitalization: The Division will continue to coordinate the work of the Countywide Community Revitalization Team's efforts to develop strategies for small area stabilization plans. This requires a collaborative effort involving residents and agencies providing services in the area. The desired result is a productive approach to improving infrastructure and the quality of life.

Definition of Program and Services

To develop and apply reasonable standards for new development and redevelopment. Primary services include:

- ◆ provide recommendations regarding land development projects and rezoning requests to the Zoning Commission and BCC;
- ◆ provide recommendations to the BCC and Citizens Task Force/Land Development Regulation Commission regarding amendments to the Unified Land Development Code (ULDC);
- ◆ coordinate and staff the Development Review Committee;
- ◆ provide recommendations to the Board of Adjustment for variances from the Unified Land Development Code;
- ◆ coordinate implementation of the Adequate Public Facilities Ordinance, and;
- ◆ issue special permits, approve administrative variances, review building permits for compliance with the ULDC.

Program Objectives for FY 2001

1. Adopt revisions to the ULDC which incorporate the objectives of the Managed Growth Tier System in the Comprehensive Plan.
2. Adopt redevelopment/infill regulations in the ULDC.
3. Reformat the ULDC to make the document more user friendly.
4. Implement architectural standards for new commercial, industrial, and multifamily development.
5. Revise internal processes based on meetings with industry.
6. Ensure the PZ&B Web site provides access to all relevant Zoning Division documents and forms.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Site plans/subdivisions approved	n/a	n/a	n/a	280	270
Administrative site plan/subdivision amendments approved	n/a	n/a	n/a	200	250
Zoning petitions processed	n/a	n/a	n/a	100	100
Variances processed	n/a	n/a	n/a	100	110
Special permits issued	n/a	n/a	n/a	210	220
Concurrency applications processed	n/a	n/a	n/a	245	200
Zoning confirmation letters written	n/a	n/a	n/a	250	225
Walk-in customers served	n/a	n/a	n/a	7,500	8,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$869,947	\$1,045,500	\$842,500	\$843,000
User Fees/Charges	21,001	20,000	20,024	20,000
Other	23,847	-	48,392	10,020
TOTAL	\$914,795	\$1,065,500	\$910,916	\$873,020
APPROPRIATIONS				
Personal Services	\$1,713,557	\$1,989,839	\$1,665,753	\$2,085,422
Operating Expenses	1,521,812	2,096,638	1,207,380	2,579,667
Capital Outlay	199,400	40,000	40,000	-
TOTAL	\$3,434,769	\$4,126,477	\$2,913,133	\$4,665,089
STAFFING				
Positions	48	53	54	54
Full Time Equivalents (FTEs)	48.00	53.00	54.00	54.00

Summary of Key Funding/Service Issues

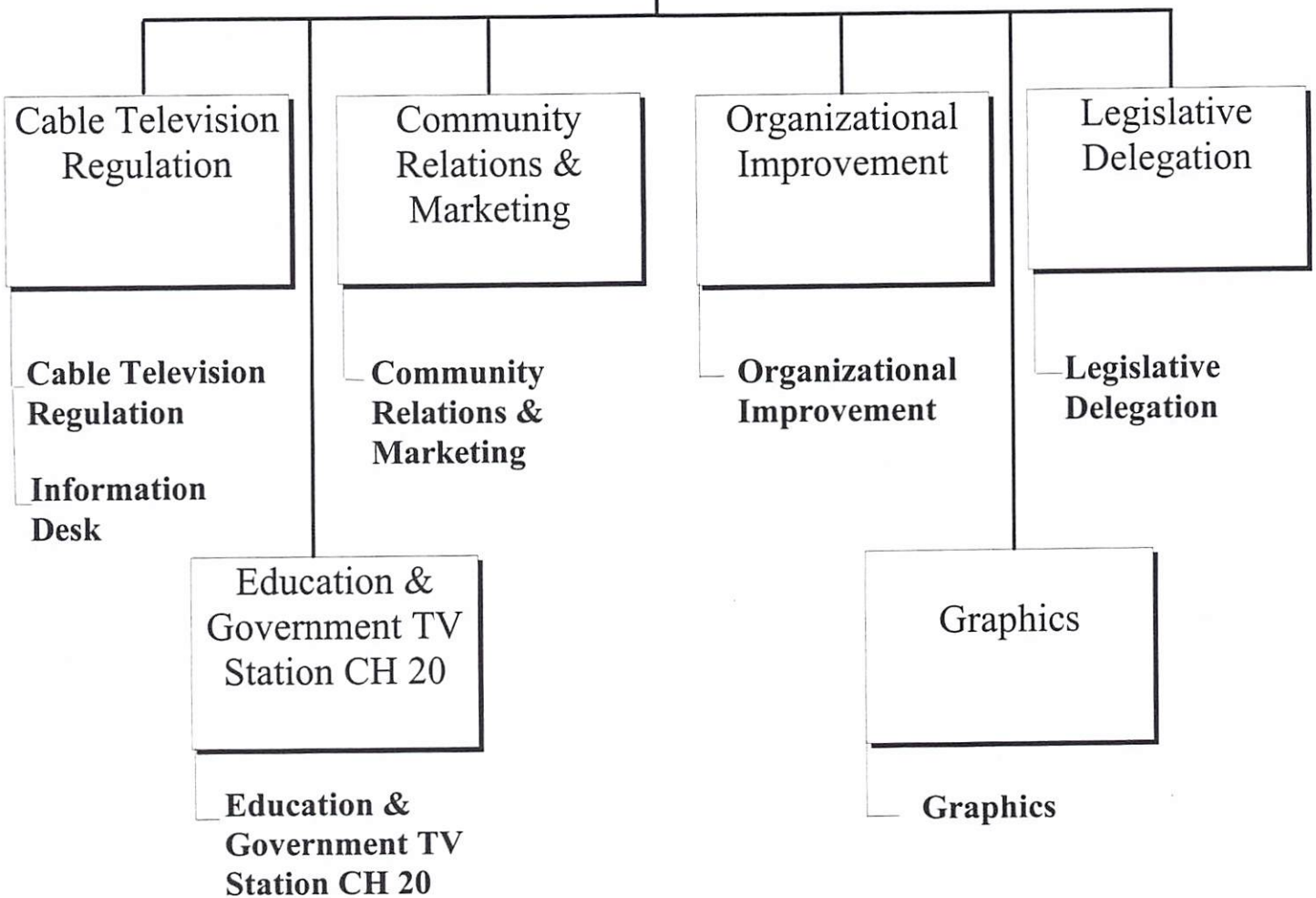
Outside Assistance: Unified Land Development Code (ULDC) revisions are required to implement the Managed Growth Tier System, adopt commercial redevelopment and infill regulations, and to reformat the ULDC into a more user-friendly document (by eliminating redundancy, streamlining processes, and adding graphics). Potential revisions to the ULDC for rural cluster development, the Ag Reserve, and the Sector Planning Area may also be presented to the BCC.

Efficiency Improvements: Implementation of an administrative amendment process (2 days) to modify site plans/subdivisions resulted in approval of 516 minor amendments which previously required two weeks each. The average time to respond to Zoning Confirmation letters (259 in FY 2000) has been reduced from fifteen to ten days through restructuring the review process.

Meetings: Monthly meetings with industry and community representatives at Citizens Task Force/Land Development Review Committee meetings allow an open forum to discuss land development issues and trends which may require modification to the ULDC or Divisional procedures which would affect the Division's responsibilities and workload.

Code Revisions: Four major areas of the ULDC are proposed for revision in FY 2001: 1) incorporation of new property development regulations and standards for the Rural Tier; 2) creation of three new commercial planned development districts for the Urban, Suburban and Rural Tiers; 3) adoption of infill/redevelopment regulations for distressed areas; and 4) reformat the entire ULDC into a user and Internet-friendly document.

Public Affairs



50 Positions

Public Affairs

Public Affairs Section	Public Affairs Section	Public Affairs Section	Public Affairs Section
Public Affairs Section	Public Affairs Section	Public Affairs Section	Public Affairs Section
Public Affairs Section	Public Affairs Section	Public Affairs Section	Public Affairs Section

Mission

To facilitate public and internal awareness of, and accessibility to, County services and programs through a variety of communication mechanisms.

Summary of Services/Facilities

The Public Affairs Department provides services on a countywide basis through two primary locations:

- 301 North Olive Avenue (Government Center) - 1st, 11th, and 12th floors; and
- 2030 South Congress Avenue (Water Utilities Building) - Graphics Section.

Services and information are provided through many community outreach efforts, including toll-

free numbers, publications, government television programming, information racks, kiosks, community meetings, and special events. Programs include: Cable TV Customer Service and Franchise Regulation; Channel 20 Programming and Services; Community Relations and Marketing (including Intergovernmental Coordination); Legislative Delegation; Graphics Design & Printing; Information Desk; and Organizational Improvement and Training.

Trends and Issues

Internet/E-Commerce: Customer expectations for Internet-based communications, and interactive services, are growing rapidly, creating staffing and funding challenges. Over the past five years, these needs were met incrementally with existing resources. A coordinated funded development plan will take place in FY 2001.

Partnerships/Sponsorships: The Department has continued its efforts to develop community partnerships and sponsorships (e.g. 90th Anniversary Banner Program, ArtiGras, Kaleidoscope, Census 2000 billboards) to maximize resources, enhancing and expanding public education and outreach programs without budget increases.

Legislative Collaboration: The Board of County Commissioners is committed to enhancing working relationships with other local governments, through periodic meetings with Dade/Broward Counties, the School Board, League of Cities, Legislative Delegation, and Congressional Delegation. This collaboration is manifested in a number of positive ways, including the development of Joint Legislative Programs.

Multi-Lingual Requirements: As the population of Palm Beach County continues to grow, unique cultural and demographics trends are emerging requiring service and program adjustments and in-house multi-lingual capabilities which have been addressed through new hires.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$1,582,781	\$2,050,862	\$1,531,084	\$2,650,472
User Fees/Charges	69,421	69,000	74,117	59,500
Inter-Departmental Charges	13,764	31,000	7,745	25,500
Other	7,569	343,421	332,142	299,945
Central Services Charges	818,994	927,254	815,700	858,000
TOTAL	\$2,492,529	\$3,421,537	\$2,760,788	\$3,893,417
APPROPRIATIONS				
Personal Services	\$2,070,641	\$2,242,018	\$2,167,880	\$2,557,608
Operating Expenses	1,311,417	1,947,859	1,578,941	2,217,662
Capital Outlay	412,019	455,789	310,837	605,097
Debt Service	16,932	17,733	-	-
Reserves	-	132,528	-	197,759
TOTAL	\$3,811,009	\$4,795,927	\$4,057,658	\$5,578,126
STAFFING				
Positions	49	49	49	50
Full Time Equivalents (FTEs)	47.92	47.92	47.92	48.92

Significant Changes From Prior Year

Design/Writing Services: Community Relations & Marketing (CR&M) is providing design and writing services to County departments and Commission offices on an "as requested" basis to help expand public information efforts and improve overall consistency of image.

Administrative Services: The Department's administrative assignments have expanded to include staffing/involvement with a variety of committees (North/West and South County Jury Trial Feasibility Committees, Courthouse Art

Committee, Millennium Council, in addition to Education & Government Advisory Board and the Joint Committee to Increase Government Efficiency), tracking of Board Directives, and coordination of the Grants Agenda.

Project Partnership with ISS: The Department is working closely with the Information System Services Department in the development of the County's web pages and webcasting projects. One new position has been added to support this effort.

Fiscal Impact: \$97,289.

Definition of Program and Services

To regulate, communicate, and coordinate with cable companies operating in unincorporated Palm Beach County. Primary services include:

- ◆ monitor and regulate cable television franchise agreements;
- ◆ permit and inspect cable television industry construction activities; and
- ◆ provide consumer service information for all cable subscribers in the County's unincorporated areas.

Program Objectives for FY 2001

1. Update map books to reflect sales and transfers of cable companies' service areas in 2000.
2. Maintain 98% "point of contact" resolution of cable consumer complaints.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Cable telephone inquiries/complaints	11,749	n/a	n/a	12,350	12,000
Cable recorded complaints	169	n/a	n/a	200	190
% of Cable complaints resolved	98%	n/a	n/a	98%	98%
Cable subscribers	197,732	n/a	n/a	239,020	241,410
Cable franchises	4	n/a	n/a	4	5

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$281,120	\$362,699	\$333,746	\$497,030
TOTAL	\$281,120	\$362,699	\$333,746	\$497,030
APPROPRIATIONS				
Personal Services	\$230,101	\$248,766	\$228,478	\$365,792
Operating Expenses	49,662	110,933	102,268	126,438
Capital Outlay	1,357	3,000	3,000	4,800
TOTAL	\$281,120	\$362,699	\$333,746	\$497,030
STAFFING				
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

Summary of Key Funding/Service Issues

Annual Franchise Fee Growth Continues: Increases in cable subscribers (**Figure 1**) and cable franchise fees (**Figure 2**) are generally related to growth in new housing.

Franchise Fees Support CATV Regulation: A portion of the 5% Cable Television revenues is used to support cable regulation and consumer assistance.

Figure 1

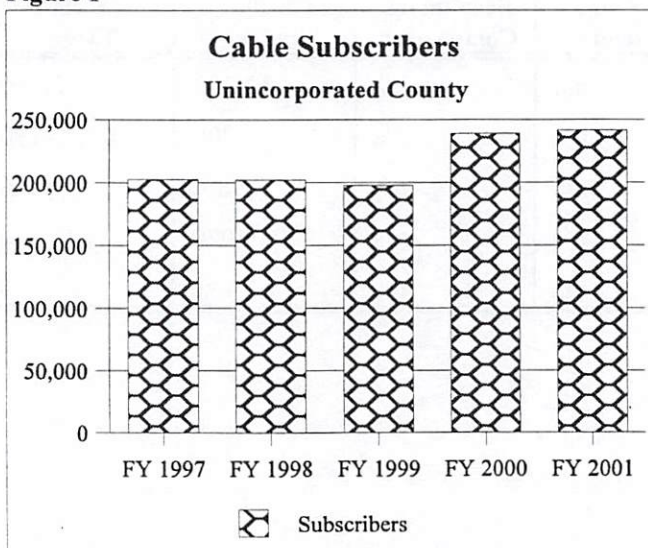
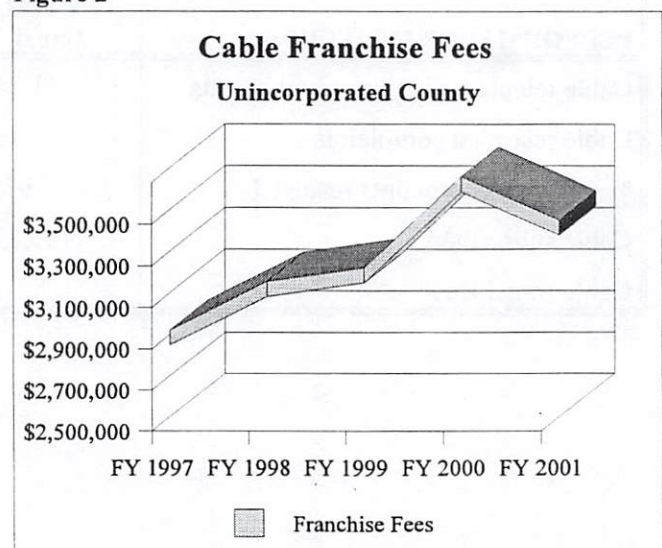


Figure 2



Definition of Program and Services

To provide government information and educational programming to all cable subscribers in the County. Primary services include:

- ◆ airing County government meetings and government/informational programs;
- ◆ video production/dubbing services; and
- ◆ airing a Community Bulletin Board which provides announcements of job opportunities, bidding opportunities, and general government information announcements.

Program Objectives for FY 2001

1. Increase the number of programs repeated 3 times or less per week from 85% to 90%.
2. Connect to Adelphia's Fiber Network.
3. Maintain 95% of on-air hours without errors.
4. Maintain 72-hour response time for the airing of announcements for 100% of requests.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% of on-air hours without errors	99%	n/a	n/a	95%	95%
% of programs repeated 3 times or less per week	83%	n/a	n/a*	85%	90%
% of projects on or under deadline	100%	n/a	n/a	100%	100%
% of projects on or under quote	100%	n/a	n/a	100%	100%
% of announcements aired within the 72-hour response time	100%	n/a	n/a	100%	100%
* Dade, Hillsborough and Orange Counties typically repeat programs eleven times per week on average.					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Cable Franchise Fees	\$1,301,661	\$1,688,163	\$1,197,338	\$2,153,442
User Fees/Charges	69,421	69,000	74,117	59,500
Inter-Departmental Charges	13,764	31,000	7,745	25,500
Other	-	166,563	223,758	197,906
TOTAL	\$1,384,846	\$1,954,726	\$1,502,958	\$2,436,348
APPROPRIATIONS				
Personal Services	\$643,931	\$729,332	\$728,594	\$800,285
Operating Expenses	356,243	793,789	487,185	946,201
Capital Outlay	384,672	431,605	287,179	520,479
Reserves	-	-	-	169,383
TOTAL	\$1,384,846	\$1,954,726	\$1,502,958	\$2,436,348
STAFFING				
Full Time Equivalents (FTEs)	13.92	13.92	13.92	13.92

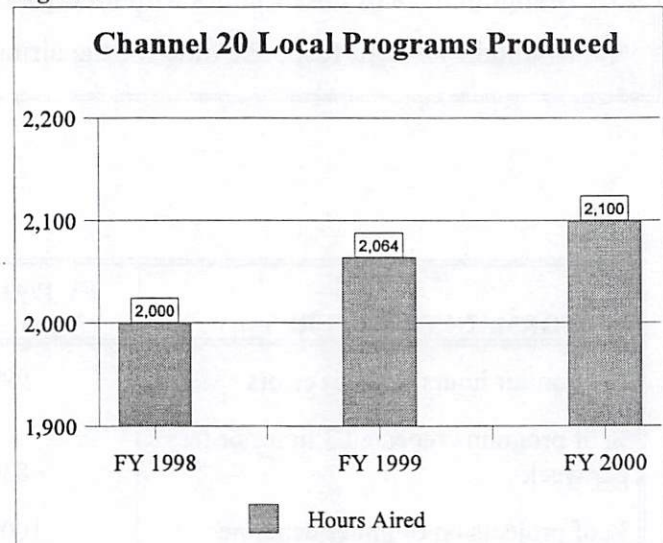
Summary of Key Funding/Service Issues

Increases in Local Programming Hours: Channel 20 has made a commitment to increase the number of hours local programs air on the station as illustrated in **Figure 3**. The station expects these hours to continue to increase over the next two years.

New Tower Construction: During FY 2001, Channel 20 will move to the County's new tower at 20-Mile Bend. The move will save Channel 20 more than \$50,000 per year in rental payments for space on Channel 29's tower, allowing for the amortization of capital/relocation costs over 5 years.

Franchise Fees Support Channel 20: A portion of the 5% Cable Television revenues support Channel 20.

Figure 3



Definition of Program and Services

To provide information services to the citizens of Palm Beach County through media relations, community outreach programs and citizen service, and the County's World Wide Web Site; and to provide administrative support services to the Board of County Commissioners and County Administration. Primary services include:

- ◆ assist with information sharing between BCC and other local governments and with the citizenry;
- ◆ assure support of County objectives before the Florida Legislature and U.S. Congress;
- ◆ respond to citizen inquiries through direct contact, telephone, in writing, and the Internet;
- ◆ market County services by providing a County presence at community events, promoting public/private partnerships, arranging Commission district community meetings, managing the Speaker's Bureau, disseminating press releases to media outlets, and creating special promotions via County web pages;
- ◆ coordinate the County's presence on the World Wide Web;
- ◆ provide reception/customer service, including receiving visitors, providing telephone assistance in BCC offices, and County Administration; and
- ◆ provide emergency information to media and the public by coordinating with other governments and emergency management organizations.

Program Objectives for FY 2001

1. Prepare the FY 2001 State Legislative Program for BCC consideration and coordinate a minimum of two Joint Meetings with the Legislative Delegation.
2. Coordinate periodic meetings between BCC and other local governments, including the School Board, League of Cities and Legislative Delegation.
3. Maintain timeliness of immediate citizen service responses and e-mail responses at 96% or better (excluding written responses).
4. Expand information services available to the public through County's Internet web site and services available to other County departments and agencies through the County's Intranet web site.
5. Increase dissemination of public education materials by 20%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% of immediate responses to customer requests	96%	n/a	n/a	96%	96%
Public/private partnerships	45	n/a	n/a	50	60
Private donations	\$57,500	n/a	n/a	\$160,000	\$150,000
Publications distributed	100,000	n/a	n/a	150,000	150,000

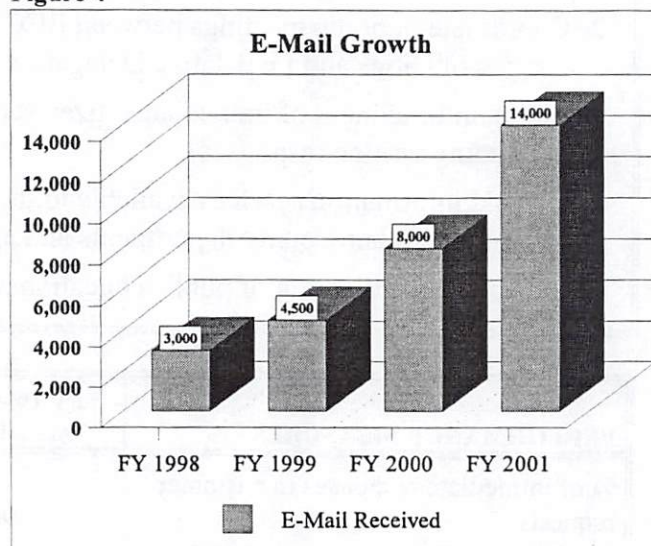
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$2,345	-	-	-
TOTAL	\$2,345	-	-	-
APPROPRIATIONS				
Personal Services	\$628,647	\$558,229	\$585,248	\$682,983
Operating Expenses	324,471	354,274	379,122	507,078
Capital Outlay	12,745	18,184	20,658	43,278
Debt Service	16,932	17,733	-	-
TOTAL	\$982,795	\$948,420	\$985,028	\$1,233,339
STAFFING				
Full Time Equivalents (FTEs)	12.00	12.00	12.00	13.00

Summary of Key Funding/Service Issues

Service Demands Continue to Increase: As the population of Palm Beach County continues to grow, so does the need to identify the most efficient and cost-effective means of communicating with constituents. By forming public/private partnerships to help fund publications, events, and programs, community activities can be increased. Also, because of the diversity of the programs offered by the County and the decentralization of the public relations staff, coordinating public information activities with appropriate staff in other County departments has become increasingly challenging.

Increased Public Access and Usage of World Wide Web: Internet trends indicate a 700% annual increase in public use of government services. To meet these current and projected demands, Palm Beach County must upgrade and enhance its level of services via the World Wide Web for both Internet and Intranet users. **Figure 4** shows the actual and projected increase in the amount of e-mail received from citizens expecting responses.

Figure 4



Definition of Program and Services

To provide quality printing and publication services in a timely and cost effective manner to Board of County Commission departments/divisions/offices and other taxing agencies. Primary services include:

- ◆ high speed/color copying with bindery options;
- ◆ pre-press design and consultation;
- ◆ one color and multi-color printing;
- ◆ large format inkjet poster and banner printing; and
- ◆ postpress/bindery including folding, padding, cutting, stapling and scoring.

Program Objectives for FY 2001

1. Provide quality high-speed and color copying with a minimum of waste within a 5-day turnaround time.
2. Ensure the County logo and "Board of County Commissioners" appear on all County publications.
3. Maintain quality satisfaction at or above 95%.
4. Maintain 95% of all orders delivered on time.
5. Maintain productivity at or above the 70% industry standard.
6. Provide large format indoor/outdoor poster and banner printing in a timely, cost effective manner.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% productivity	70%	+5%	70%	74%	75%
% quality satisfaction	95%	n/a	n/a	95%	95%
% timely delivery	95%	n/a	n/a	95%	95%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$5,224	\$171,358	\$102,884	\$96,539
Central Services Charges	818,994	927,254	815,700	858,000
TOTAL	\$824,218	\$1,098,612	\$918,584	\$954,539
APPROPRIATIONS				
Personal Services	\$383,451	\$407,458	\$336,259	\$409,534
Operating Expenses	488,640	556,126	489,786	484,989
Capital Outlay	13,245	2,500	-	31,640
Reserves	-	132,528	-	28,376
TOTAL	\$885,336	\$1,098,612	\$826,045	\$954,539
STAFFING				
Full Time Equivalents (FTEs)	10.00	10.00	9.00	9.00

Summary of Key Funding/Service Issues

Increasing Services for Customers: A new Self Directed Team (SDT) Coordinator has been appointed, two new replacement employees have been hired, one position has been deleted and another position reclassified downward. A new color copier has been added which will provide for an increase in compatible computer files received from customers by allowing for both MAC and PC access. Files can be sent via e-mail and then sent directly to the color copier. This will help to decrease turn-around time for customers.

Customer Survey: A survey of Graphics customers is being developed to help determine from the users what is being done right, what needs to be fixed, and what might be added to improve service to customers. Graphics also measures customer satisfaction of quality and delivery timeliness with slips that are attached to each order. However, the number of responses have decreased significantly over time and the SDT will be revising the form to provide for an increased number and more meaningful responses.

Review of Services Provided: The SDT recently outsourced the printing of four color business cards after review indicated this was a service being provided at a continual loss. The SDT is also in the beginning stages of developing parameters for outsourcing large quantity four-color print jobs. This will help provide better service to customers at a lower cost. A review of other services being provided is being done to determine what services should be continued or eliminated.

Fee Structure: The current rates being charged for labor and copying are items to be addressed to see what, if any, adjustments can/need to be made to ensure all expenses are covered.

Definition of Program and Services

To provide coordination and assistance to the sixteen-member Delegation and assist the Board of County Commissioners and the citizens of Palm Beach County with legislative matters. Primary services include:

- ◆ provide information and assistance to legislators, the Board of County Commissioners, County departments, and the general public;
- ◆ coordinate public hearings and delegation meetings;
- ◆ shepherd local bills through the legislative process;
- ◆ monitor the status of proposed bills;
- ◆ author annual Legislative Report; and
- ◆ speak to groups about the legislative process.

Program Objectives for FY 2001

1. Coordinate with Delegation Chair and Palm Beach County on objectives and assignments of Delegation Office.
2. Implement and maintain a Tracking List of legislative issues.
3. Refine the Annual Report.

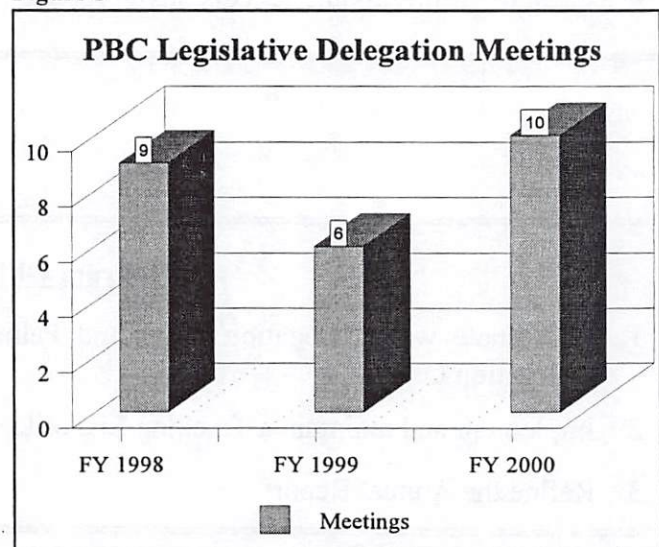
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
% Customer information requests responded to within 24 hours	96%	98%	n/a	90%	98%
Public Hearings, Delegation Meetings, Workshops	17	10/yr	n/a	9	14
Meetings with Legislators, media, interest groups, agencies, and constituents	161	170/yr	n/a	120	160

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$62,442	\$101,285	\$94,397	\$89,816
Operating Expenses	30,253	20,200	18,962	25,509
Capital Outlay	-	-	-	2,500
TOTAL	\$92,695	\$121,485	\$113,359	\$117,825
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

Summary of Key Funding/Service Issues

Coordination with County Staff and Board of County Commissioners: The Delegation Office was created by the Florida Legislature in 1971. Chapter 71-832 of the Laws of Florida, requires the Board of County Commissioners to pay the salaries and associated expenses, including office space and equipment, for an Administrative Aide and a Secretary. In FY 2001 the Delegation Office will attempt to further improve communications with County staff and the Board of County Commissioners.

Figure 5



Definition of Program and Services

To increase the efficiency and quality of services provided through all County programs. Primary services include:

- ◆ provide customized training for departments, divisions, and work groups;
- ◆ facilitate departments, divisions, and work groups to support improvement efforts;
- ◆ coordinate informal meetings with employees and the County Administrator for the purpose of discussing organizational issues/concerns;
- ◆ promote recognition of individual, group, and departmental accomplishments that demonstrate government excellence; and
- ◆ communicate countywide efforts of improvements such as cost savings and improved efficiencies and effectiveness;

Program Objectives for FY 2001

1. Assist with a visioning process for the County's next 20 years, as requested at the February 2000 Commissioners' retreat.
2. Assist departments with Customer Survey needs and special projects as requested.
3. Maintain Countywide recognition program.

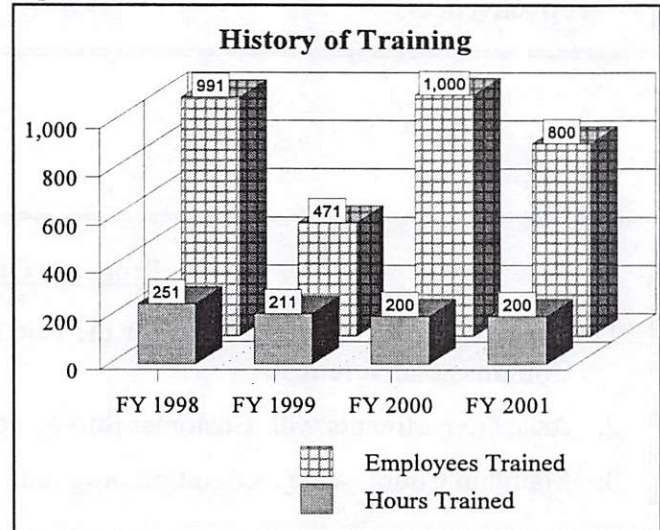
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Training:					
employees trained	471	978	n/a	1,000	800
average cost per participant	\$72.36	\$47.52	n/a	\$42.00	\$52.00
training hours	211	291	n/a	200	200
Kudos Recognition	901	n/a	n/a	900	900

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$118,777	\$121,134	\$120,260	\$129,513
Operating Expenses	59,779	99,773	90,121	111,762
Capital Outlay	-	500	-	-
TOTAL	\$178,556	\$221,407	\$210,381	\$241,275
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

Summary of Key Funding/Service Issues

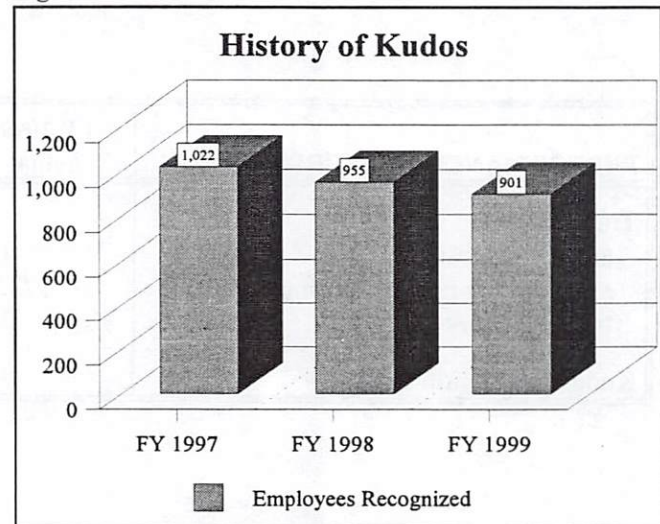
Customized Training: As the organization changes, the ability to train and develop employees on the job has become increasingly critical. Training funds are provided to all managers in the organization who identify specific work group training needs. This training, which is designed to meet specific needs, is effective because practical job application is built into the program design. **Figure 6** shows the actual number of employees trained and the number of training hours in fiscal years 1998 & 1999, the estimated number of employees trained in FY 2000 and the projected number of employees to be trained in FY 2001.

Figure 6



Recognition Programs: A significant portion of Organizational Improvement's budget and workload is dedicated to countywide recognition programs which include: The County Administrator's Golden Palm Award, Incentive Program, Kudos Program (**Figure 7**), and "Breakfast with Bob."

Figure 7



Definition of Program and Services

To facilitate information to the public through personal direction of walk-up customers and routing of phone calls to the correct agency throughout Palm Beach County. Primary services include:

- ◆ personal direction of walk-up customers;
- ◆ routing of incoming calls to proper agency;
- ◆ selling of Palm Tran bus passes;
- ◆ coordinating of security personnel for other departments; and
- ◆ coordinating responses to all emergencies in the Government Center.

Program Objectives for FY 2001

1. Increase awareness of the information available to the public about the government agencies in Palm Beach County.
2. Maintain quality of public contact.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Telephone calls	71,830	n/a	n/a	72,548	73,273
Walk-ups	42,450	n/a	n/a	42,874	43,303
Revenue from Palm Tran passes	\$33,940	n/a	n/a	\$34,279	\$34,622

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	-	\$5,500	\$5,000	\$5,500
TOTAL	-	\$5,500	\$5,000	\$5,500
APPROPRIATIONS				
Personal Services	\$3,292	\$75,814	\$74,644	\$79,685
Operating Expenses	2,369	12,764	11,497	15,685
Capital Outlay	-	-	-	2,400
TOTAL	\$5,661	\$88,578	\$86,141	\$97,770
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

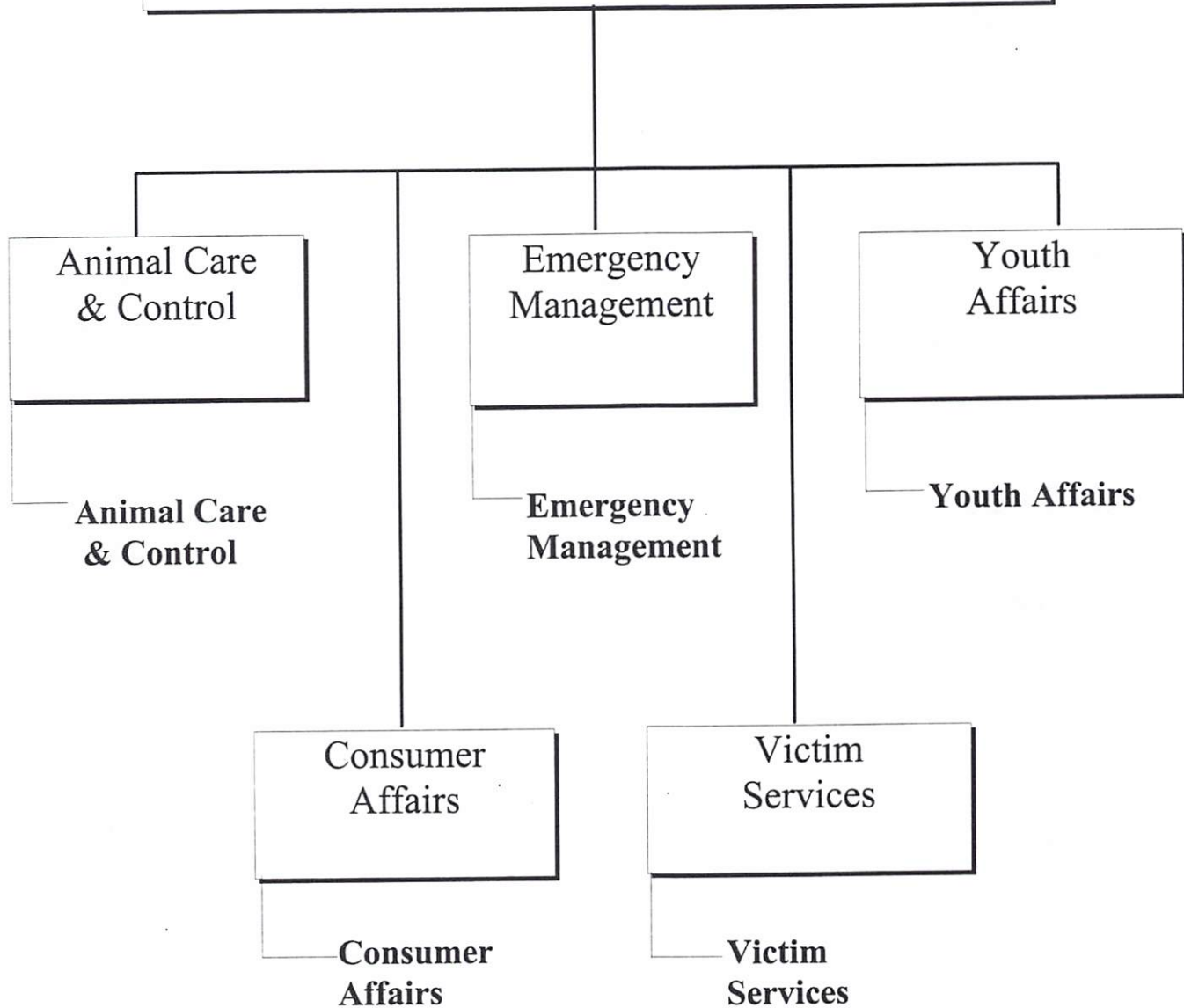
Summary of Key Funding/Service Issues

Staffing and Capital Improvements: The Information Desk in the Governmental Center is manned 24 hours a day, 7 days a week. It houses the two main switchboards for information calls for all Palm Beach County Agencies. It serves a walk-up customer base of 72,500 and an estimated 800+ employees in-house. Palm Tran passes are sold, general information and directions are given to customers, and County gift shop sales take place. After office hours and on weekends and holidays the desk is manned by security officers. There are two full time positions with a part time Senior Aide

twenty hours a week. As the number of people served increases, the need for three full time positions will become imperative.

Additionally, the desk is showing signs of age and wear. It needs to be redesigned to better accommodate all the different uses, such as computer terminals for the switchboards, storage, ergonomics, safety issues, and aesthetics. An initial cost estimate for these changes is approximately \$75,000.

Public Safety



249 Positions

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Mission

To protect, enhance, and improve the health, safety, welfare, and quality of life in Palm Beach County. This mission is conducted with employee teamwork and public service through an organization of diverse agencies, programs, and services.

Summary of Services/Facilities

The Department of Public Safety provides administration and enforcement of laws; one-to-one counseling, advocacy, and treatment programs and services; educational programs; and disaster and crisis management through its six programs: Animal Care and Control, Consumer Affairs, Emergency Management, Victim Services, and Youth Affairs. Each program has a central office

and four programs have additional satellite facilities. Services provided by Animal Care and Control, Consumer Affairs, and Emergency Management relate primarily to regulatory enforcement. All programs support activities related to counseling and advocacy, education, and disaster crisis management.

Trends and Issues

Hurricane Season: The 1999 hurricane season proved to be very active. There were 12 named tropical storms; eight became hurricanes of which five were rated Category 4 and three were rated Category 1-2; six hurricanes and one tropical storm hit the United States, causing estimated damages of \$7.4 billion and claiming a total of 60 lives. The National Hurricane Center predicted the activity for the 2000 season will be above average, with at least 12 named storms of which at least four will be hurricanes of Category 3 or above. These predictions have proved accurate.

GIS: The Geographical Information System (GIS) is now available. The Department will begin to use the available GIS resources in fulfilling its mission to the public. Initial applications will be developed around E-911 wireless tracking and emergency management.

Case Management Tracking System: Victim Services and Youth Affairs are in the developmental stages of implementing their case management tracking systems. To keep costs down, the Consumer Affairs Tracking System (CATS),

originally developed for Consumer Affairs to track consumer complaints, will be modified to conform to their specifications. An investment in computers and programming will be required.

Use of Internet: The Web has improved the way information is accessed and disseminated. The Department is going full scale in using the internet to achieve its mission to the public.

The Division of Emergency Management is in the final stages of rolling out a web based system to help businesses recover from the effects of a disaster. Impacted businesses post their specific needs on the website. Potential vendors and suppliers throughout Florida and the United States will be able to respond quicker to the posting and provide the required product or service.

Animal Care is planning a web-based system to receive and respond to inquiries and complaints. Consumer Affairs is designing a system that will allow consumers to investigate about complaints against local retailers and service providers.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$205,696	\$288,000	\$402,425	\$417,550
Grants	1,071,967	1,307,090	2,505,541	920,250
User Fees/Charges	4,828,862	5,115,683	5,870,298	8,446,894
Fines & Forfeitures	36,313	35,000	25,000	45,000
Other	228,173	2,541,501	2,688,255	3,578,070
Interfund Transfers	19,096	30,534	30,534	37,021
TOTAL	\$6,390,107	\$9,317,808	\$11,522,053	\$13,444,785
APPROPRIATIONS				
Personal Services	\$10,209,379	\$10,718,201	\$10,297,383	\$11,684,814
Operating Expenses	5,426,192	6,567,693	6,252,687	7,904,017
Capital Outlay	450,526	894,778	439,481	703,685
Grants and Aids	2,125,455	2,579,796	2,531,777	3,645,733
Transfers	217,896	224,639	173,899	1,082,296
Reserves	-	1,141,946	-	1,270,635
TOTAL	\$18,429,448	\$22,127,053	\$19,695,227	\$26,291,180
STAFFING				
Positions	242	242	244	249
Full Time Equivalents (FTEs)	235.75	240.50	240.50	245.50

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Ad valorem expenditures per capita	\$12.46	n/a	n/a	\$13.29	\$13.29
% of ad valorem expenditures for Administration	2.90%	n/a	n/a	2.54%	2.54%

Significant Changes From Prior Year

E-911: In response to requests by the Public Safety Answering Points (PSAPs), a proposal is being reviewed to change how E-911 reimburses them. Currently, reimbursements are based on the average hour's salaries for each PSAP multiplied by the total hours of 911 calls received. Annual reimbursements currently average about 2% of the PSAP's call taker salaries. The proposal is to increase reimbursement to 20% of the call takers salaries. To support the additional expenses under the new proposal, the E-911 fees will be increased to \$.50, the maximum allowed by law from the current \$.30.

Moving Ordinance Passed: In response to consumer complaints, the Board passed a new ordinance to protect consumer from unscrupulous moving companies. The ordinance requires moving companies to register and secure licenses from Consumer Affairs to operate in the County. It also provides for fines/penalties for violations.

Definition of Program and Services

To provide rabies/license tags for pets, receive complaints and conduct investigations, handle impounded animals, provide volunteer and educational activities, and assist people visiting the two animal shelters. Primary services include:

- ◆ protect the public's health and safety through rabies/animal control;
- ◆ educate residents in the proper care and control of animals;
- ◆ provide shelter and veterinary care to impounded animals;
- ◆ enforce local and state animal protection laws;
- ◆ adopt, redeem, and euthanize impounded animals; and
- ◆ reduce animal impoundments/euthanasia by encouraging the sterilization of pets.

Program Objectives for FY 2001

1. Increase rabies/license tag revenue by 3% from previous year;
2. Increase dog/cat adoptions by 3% from previous year;
3. Maintain average response time to calls of previous year;
4. Sterilize 2,300 animals through mobile spay/neuter clinic (Spay Shuttle); and
5. Respond to 2,800 animal-to-human bite complaints for rabies control.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend *	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Rabies/license tags issued	105,077	100,433	122,000	100,000	103,000
Complaint investigations	27,371	25,371	27,460	26,000	26,000
Average response time (hours)	61	63	n/a	53	53
Spay shuttle sterilizations	2,469	n/a	n/a	2,000	2,300
Animals impounded	18,607	16,156	19,639	17,000	17,000
Animals adopted	3,947	3,171	2,728	3,500	3,800
Rabies/license tag revenue	\$1,396,675	\$1,214,373	\$1,301,982	\$1,400,000	\$1,450,000
* Average					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$1,890,242	\$2,012,000	\$1,909,575	\$2,093,875
Fines & Forfeitures	26,490	15,000	23,000	25,000
Other	73,121	468,257	451,359	458,490
TOTAL	\$1,989,853	\$2,495,257	\$2,383,934	\$2,577,365
APPROPRIATIONS				
Personal Services	\$3,278,565	\$3,608,485	\$3,428,427	\$3,976,045
Operating Expenses	1,222,664	1,516,421	1,434,770	1,472,387
Capital Outlay	8,999	463,500	67,058	416,089
TOTAL	\$4,510,228	\$5,588,406	\$4,930,255	\$5,864,521
STAFFING				
Positions	83	83	84	85
Full Time Equivalents (FTEs)	82.00	82.00	83.00	84.00

Summary of Key Funding/Service Issues

New Volunteer Coordinator Position: This position was added for FY 2001 and will coordinate and manage the numerous volunteers that apply at Animal Care. It is expected that a total of 1,200 volunteer hours of work output will be generated in the first year. **Fiscal Impact: \$26,188.**

Definition of Program and Services

To enforce County Ordinances and State Statutes concerning consumer protection, as follows:

- ◆ Receive and mediate complaints against businesses/landlords with a goal to recover goods and charges for services/merchandise on behalf of consumers.
- ◆ Investigate and eliminate unfair or deceptive practices by local businesses/landlords.
- ◆ Provide public consumer education programs.
- ◆ License and regulate: a) vehicle for hire companies/drivers, b) towing companies/vehicles, c) moving companies and d) vehicle title loan companies.
- ◆ Enforce the emergency price "gouging" ordinance.

Program Objectives for FY 2001

1. Increase incoming calls/inquiries by 7% above five year trend (to 32,000).
2. Fully implement the moving company regulatory program and issue 100 permits.
3. Initiate 200 enforcement actions against offending businesses/individuals.
4. Increase the number of new cases opened by 6% above five year trend (to 2,500).

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Number of incoming calls/inquiries	30,381	29,885	n/a	31,900	32,000
Number of new cases opened	2,356	2,350	n/a	2,474	2,500
Dollars recovered for consumers	\$553,400	\$425,848	n/a	\$430,000	\$400,000
Participants in education programs	2,828	2,378	n/a	4,180	4,200
Enforcement actions	13	27	n/a	30	200
Permits/decals issued	1,897	1,518	n/a	1,600	2,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$198,845	\$282,000	\$387,500	\$411,500
User Fees/Charges	621	-	538	538
Other	102,500	389,180	404,639	541,367
TOTAL	\$301,966	\$671,180	\$792,677	\$953,405
APPROPRIATIONS				
Personal Services	\$536,717	\$650,492	\$620,542	\$719,699
Operating Expenses	104,902	201,877	173,314	250,474
Capital Outlay	53,636	3,717	10,750	2,009
Non-Operating	-	383,149	-	540,089
TOTAL	\$695,255	\$1,239,235	\$804,606	\$1,512,271
STAFFING				
Positions	15	15	16	17
Full Time Equivalents (FTEs)	14.50	14.50	16.00	17.00

Summary of Key Funding/Service Issues

New Ordinance: The Consumer Affairs Division is expanding its regulatory functions to include the moving industry. This additional ordinance resulted in a new position for the Division which will be funded from revenues derived from fees and licenses.

Consumer Education: Despite limited staffing, the Division is working to expand its consumer education programs through schools, service clubs, homeowners/ condominium associations, and public exhibits and fairs.

CATS System: The Division has done a major software upgrade on the CATS system that will make it more marketable to smaller cities and municipalities. Because of this upgrade, additional licenses were sold to the U.S. Virgin Islands and Broward County. Also, an implementation of the system to track cases was started at the Office of Equal Opportunity.

New Position: A Consumer Affairs Investigator position was added for FY 2001 to respond to increased demands of County consumers. **Fiscal Impact: \$32,110.**

Definition of Program and Services

To prepare and maintain disaster preparedness, response, recovery, and mitigation plans; inspect licensed EMS agencies and hazardous material facilities; maintain a file of street addresses for 9-1-1; update and maintain critical 9-1-1 files; conduct educational programs; and provide public alert, warnings, and after hour emergency notifications. Primary services include:

- ◆ monitor and enforce local and state laws regulating emergency medical services, 9-1-1 public answering points, and hazardous material facilities;
- ◆ review and approve emergency response plans for licensed residential health care facilities;
- ◆ operate the Emergency Operation Center during times of disaster and ensure coordination of local, state, federal, and volunteer organizations to meet the needs of disaster victims;
- ◆ Provide training and outreach to Palm Beach County Emergency Response Team members, partner organizations, and the general public through meetings, workshops, seminars, presentations, training courses, Internet Webpage, Community Emergency Response Teams, and other available mechanisms;
- ◆ Mitigate the loss of life and property through development and maintenance of Comprehensive Emergency Management Plans, a countywide unified Local Emergency Mitigation Strategy, Business Alliance Program, and National Flood Insurance Program;
- ◆ Maintain a registration list of residents with special needs, coordinate operations of the special care unit, and disabled assistance transportation program;
- ◆ maintain a 24 Communications center and the countywide emergency alert and warning system; and
- ◆ manage EMS, 9-1-1, Emergency Management, and SARA Title III grant and trust funds.

Program Objectives for FY 2001

1. Decrease the number of ambulance inspections by 10%.
2. Provide 50 public presentations.
3. Provide a display of cellular/wireless telephone numbers to dispatch personnel.
4. Implement an electronic messaging system for use during EOC Operations.

PERFORMANCE MEASURES	1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Number of routine - alerts/warnings	40,066	42,355	n/a	60,397	60,400
Number of public presentations	n/a	n/a	n/a	50	50
Number of medical communications	77170	80,004	n/a	80,087	80,100

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$6,851	\$6,000	\$14,925	\$6,050
Grants	790,645	994,875	2,238,484	565,680
User Fees/Charges	2,928,052	3,101,683	3,956,509	6,348,807
Other	48,011	1,526,678	1,669,220	2,445,719
TOTAL	\$3,773,559	\$5,629,236	\$7,879,138	\$9,366,256
APPROPRIATIONS				
Personal Services	\$1,354,130	\$1,412,895	\$1,423,050	\$1,578,966
Operating Expenses	3,520,643	3,957,075	3,938,817	5,199,400
Capital Outlay	327,175	348,402	288,395	239,773
Grants and Aids	2,125,455	2,579,796	2,531,777	3,645,734
Non-Operating	217,896	224,639	173,899	1,082,296
Reserves	-	758,797	-	730,546
TOTAL	\$7,545,299	\$9,281,604	\$8,355,938	\$12,476,715
STAFFING				
Positions	29	29	28	28
Full Time Equivalents (FTEs)	27.25	27.25	28.00	28.00

Summary of Key Funding/Service Issues

Increase in Shelter Space: Last year, due to certain schools not meeting state certification, shelter space was a problem. With a \$1.7 million state grant, 11 schools are being retrofitted with shutters to make available a total of 30,000 shelter spaces in case of disaster.

Local Mitigation Strategy: The Local Mitigation Strategy, funded by a State grant, has been

developed, approved by the State, and ratified by the Board. This plan identified natural and man made hazards that threaten Palm Beach County and identified projects that will reduce their effects. These projects will have priority in state grant funding. A full-time Senior Planner was added to the complement to coordinate with the municipalities and oversee the plan.

Definition of Program and Services

To provide comprehensive direct services to crime victims and to advocate on their behalf within the criminal justice system and the community. Primary services include:

- ♦ provide 24 hour crisis intervention and supportive counseling, individual and group therapy, assistance with filing protection orders and financial compensation, and court advocacy and accompaniment;
- ♦ provide professional training for employees and volunteers working in the criminal justice system and in physical and mental health fields; and
- ♦ provide public presentations for schools and community groups regarding criminal victimization and services available.

Program Objectives for FY 2001

1. Provide crisis intervention and counseling for 5,700 victims.
2. Provide 150 hours of training regarding criminal victimization for professionals and Palm Beach County residents.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
New cases	4,811	n/a	n/a	6,100	6,100
Average active clients per month	69	n/a	n/a	1,935	1,935
Public and professional presentations	75	n/a	n/a	75	75

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$251,798	\$288,087	\$242,929	\$280,070
User Fees/Charges	1,574	-	1,363	1,363
Fines & Forfeitures	9,823	20,000	2,000	20,000
Other	4,541	154,336	153,175	125,682
Interfund Transfers	19,096	30,534	30,534	37,021
TOTAL	\$286,832	\$492,957	\$430,001	\$464,136
APPROPRIATIONS				
Personal Services	\$1,944,258	\$2,024,147	\$2,006,822	\$2,068,812
Operating Expenses	231,517	441,225	292,542	441,104
Capital Outlay	27,191	38,380	36,200	1
TOTAL	\$2,202,966	\$2,503,752	\$2,335,564	\$2,509,917
STAFFING				
Positions	43	44	44	44
Full Time Equivalents (FTEs)	42.50	43.50	44.00	44.00

Summary of Key Funding/Service Issues

Increase in SOAR Funding: The Byrne Committee of the Criminal Justice Commission recommended an increase of 21% in state funding for the Special Options Toward Achieving Recovery (SOAR) program in FY 2001. This will allow more client referrals to the Substance Abuse and Batterers Intervention treatment programs.

Definition of Program and Services

To provide court ordered psychological evaluations, counsel clients, and provide residential therapy and services to youth and their families. Primary services include:

- ◆ combat juvenile delinquency through prevention programs aimed toward “at risk” youth and their families;
- ◆ provide psychological consultation and testimony for the 15th Judicial Circuit providing on-site residential care, preventive therapy, and therapeutic programs for “at risk” juveniles and their families;
- ◆ provide a pre-delinquent “at risk” outreach program consisting of in-home therapy, advocacy, and parent skills training; and
- ◆ educate adults about responsible parenting.

Program Objectives for FY2001

1. Manage caseloads which exceed 250 clients per counselor annually.
2. Retain a 95% success rate for those youth completing a therapy or treatment program, who do not reenter the Juvenile Justice System within two years.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Clients served	12,839	n/a	n/a	8,200	8,200
Average monthly clients per counselor	52	n/a	n/a	50	50
% of applicants reduced from waiting lists	98%	n/a	n/a	98%	98%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$29,524	\$24,128	\$24,128	\$24,500
User Fees/Charges	8,373	2,000	2,313	2,313
Other	-	3,050	9,862	6,812
TOTAL	\$37,897	\$29,178	\$36,303	\$33,625
APPROPRIATIONS				
Personal Services	\$3,095,709	\$3,022,182	\$2,818,542	\$3,341,292
Operating Expenses	346,466	451,095	413,244	490,652
Capital Outlay	33,525	40,779	\$37,078	45,813
TOTAL	\$3,475,700	\$3,514,056	3,268,864	\$3,877,757
STAFFING				
Positions	72	71	72	75
Full Time Equivalents (FTEs)	69.50	68.50	69.50	72.50

Summary of Key Funding/Service Issues

Additional Positions: Three Counselors are added for Youth Affairs in FY 2001. The Youth Service Bureau is both an "intake" and "follow-on" program of Highridge Family Center. Over 1,500 service requests are not handled each year because of lack of staffing which has remained unchanged for over 10 years. **Fiscal Impact: \$96,897.**

Purchasing



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graph TD; A[Purchasing] --> B[Purchasing]; A --> C[Warehouse/Stores]; B --> D[Purchasing]; C --> E[Warehouse/Stores];
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The diagram is an organizational chart for the Purchasing department. At the top is a box labeled 'Purchasing'. A vertical line descends from this box and splits into two horizontal lines. The left horizontal line connects to a box labeled 'Purchasing'. The right horizontal line connects to a box labeled 'Warehouse/Stores'. From the bottom of the 'Purchasing' box, a vertical line descends to another box labeled 'Purchasing'. Similarly, from the bottom of the 'Warehouse/Stores' box, a vertical line descends to another box labeled 'Warehouse/Stores'.

Purchasing

Warehouse/Stores

Purchasing

Warehouse/Stores

44 Positions

Preparation

1. Preparation of the sample

2. Preparation of the standard

3. Preparation of the reagent

4. Preparation of the solution

Mission

To provide departments under the Board of County Commissioners with procurement services for all non-construction goods and services over \$1,000 in value, a warehousing function for small stores, and internal courier and mail services.

Summary of Services/Facilities

The Purchasing Department serves all departments under the Board of County Commissioners. Procurement functions are centralized for all purchases over \$1,000 in value, with all departments having authority for field purchasing under \$1,000. Staff annually prepares and executes over a hundred invitations for bid, approximately twenty-five requests for proposals, and about 4,000

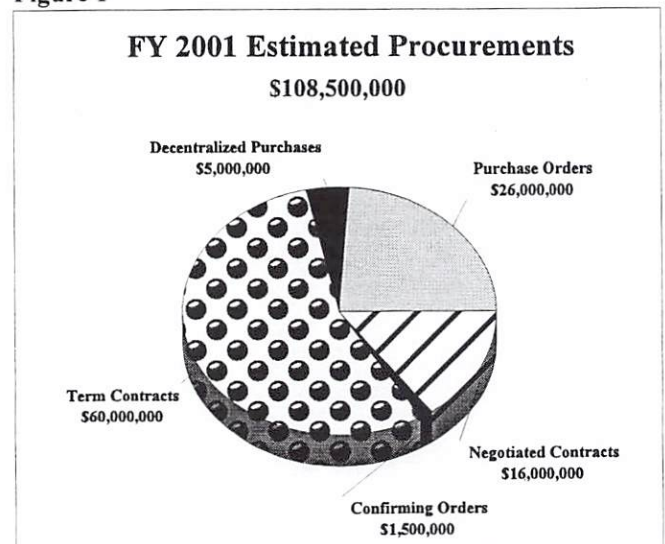
quotes for procurement. Other services provided by the Department include managing a central warehouse function for common-use supplies, maintaining daily courier service to about seventy locations, and operating mail rooms which handle about three million pieces of postal and interoffice mail annually.

Trends and Issues

Electronic Procurement: In FY 1999 the County started electronically advertising the smaller competitive solicitations (quotes) using the Internet as the sole method of soliciting vendors. This initiative proved to be effective, and is now fully functional. The next steps in electronic procurement will be automated vendor registration and the advertising and dissemination of formal invitations for bid on the Internet. If successful, the County will realize substantial savings, both in resources expended and in lower prices on commodities and services.

FY 2001 Procurements: Total procurements for FY 2001 are expected to amount to approximately \$108.5 million. **Figure 1** identifies estimated procurements for FY 2001 by category.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$19,127	\$10,900	\$6,150	\$6,300
Fines & Forfeitures	4,033	6,000	4,000	5,000
Interdepartmental Charges	114,548	69,282	114,168	121,066
Other	4,646	-	-	-
TOTAL	\$142,354	\$86,182	\$124,318	\$132,366
APPROPRIATIONS				
Personal Services	\$1,900,488	\$2,013,257	\$2,017,198	\$2,125,597
Operating Expenses	296,638	346,203	359,086	398,433
Capital Outlay	14,826	-	-	-
TOTAL	\$2,211,952	\$2,359,460	\$2,376,284	\$2,524,030
STAFFING				
Positions	43	43	43	44
Full Time Equivalents (FTEs)	43.00	43.00	43.00	44.00

Definition of Program and Services

To provide procurement service and advice for all non-construction goods and services over \$1,000 in value. Primary services include:

- ◆ prepare and execute all forms of procurement from simple quotes to complex bids and proposals;
- ◆ monitor term contracts to assure that gaps in service do not occur;
- ◆ monitor decentralized purchasing activities to assure that policies and legal requirements are observed;
- ◆ review and authorize payment for departmental confirming orders, seeking higher authority approval when appropriate; and
- ◆ provide training, advice, and assistance on all procurement activities to departments.

Program Objectives for FY 2001

1. Renew/rebid 90% of term contracts without a gap in service.
2. Improve the average work days to process requisitions to 12.5.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Avg. work days to process requisitions	13.6	-2%	n/a	12.5	12.5
% of purchase orders issued within 30 days	92%	-2%	n/a	92%	92%
% of overall M/WBE Goal	138%	-2%	n/a	120%	120%
Number of protests upheld	0	-75%	n/a	1	1
% of renewal/rebid of term contracts without service gap	94%	n/a	n/a	90%	90%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Users Fees/Charges	\$19,127	\$10,900	\$6,150	\$6,300
Fines & Forfeitures	4,033	6,000	4,000	5,000
Interdepartmental Charges	114,548	69,282	114,168	121,066
TOTAL	\$137,708	\$86,182	\$124,318	\$132,366
APPROPRIATIONS				
Personal Services	\$1,347,223	\$1,441,379	\$1,441,216	\$1,530,929
Operating Expenses	138,000	195,271	190,021	202,980
Capital Outlay	7,967	-	-	-
TOTAL	\$1,493,190	\$1,636,650	\$1,631,237	\$1,733,909
STAFFING				
Full Time Equivalents (FTEs)	28.00	28.00	28.00	29.00

Summary of Key Funding/Service Issues

Electronic Bidding: Having completed the first stage of the program (electronic quoting of small procurements - see Trends and Issues), the Purchasing Department is prepared to expand the program to include automated vendor registration and electronic advertising and dissemination of all County solicitations, regardless of size. If achieved, these improvements may result in the saving of at least one man-year of staff time, reduction in copying costs, elimination of charges to the vendor for bid packages, and hopefully, the lowering of prices the County pays for goods and services. This latter benefit may be anticipated because of the increased number of vendors which will have access to the solicitations.

Pending Changes to the Purchasing Process: Two significant changes to the purchasing process are in the final stages of adoption. The first is the institution of a local preference ordinance. This is to be "reciprocal" in nature, which means that bidders from outside Palm Beach County, who enjoy a local preference in their home jurisdiction, will have that home preference used against them when they bid here. The second change is the abandonment of our current Protest Committee, replacing it with an independent arbitrator to hear protests. Theoretically, this should not change the substance of the process.

Definition of Program and Services

To provide a warehouse facility for County departments and deliver basic operating supplies quickly, and at a reasonable cost. In the event of a declared emergency, the Central Warehouse acts as a distribution point for emergency supplies. The Stores Division also oversees the countywide mail courier service as well as the central mailroom within the Governmental Center Complex. Primary services include:

- ◆ process requisitions through the LGFS Inventory Control Subsystem and provide stock items to requesting departments;
- ◆ deliver interdepartmental and U.S. Mail to all departments under the Board of County Commissioners, Constitutional Officers, and other designated entities which require the transportation of correspondence to and from County offices; and
- ◆ provide a centralized shipping, receiving, and storage operation for County departments.

Program Objectives for FY 2001

1. Fill 90% of requisitions within 5 workdays.
2. Maintain inventory records to within 3% of the actual dollar value of the annual physical inventory.
3. Create and maintain the Warehouse Catalog on the Purchasing Website.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Requisitions processed	5,823	-19%	n/a	5,300	5,300
Line items processed	24,962	+38%	n/a	23,000	23,000
Line items filled within 5 work days	23,350	+46%	n/a	20,000	20,000
Annual inventory turns	5.00	-3%	n/a	4.00	4.00
Volume of mail processed by the Governmental Center mailroom (Thousands)	1,875	n/a	n/a	2,200	2,200

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$4,646	-	-	-
TOTAL	\$4,646	-	-	-
APPROPRIATIONS				
Personal Services	\$553,265	\$571,878	\$575,982	\$594,668
Operating Expenses	158,638	150,932	169,065	195,453
Capital Outlay	6,859	-	-	-
TOTAL	\$718,762	\$722,810	\$745,047	\$790,121
STAFFING				
Full Time Equivalents (FTEs)	15.00	15.00	15.00	15.00

Summary of Key Funding/Service Issues

West County Departments-Growth and Needs:

Requests for additional services from departments in the western part of the County are increasing each year. New County facilities in the Glades and major growth in the Wellington and Royal Palm Beach areas will put a strain on warehouse resources to

the point where overall service levels may be affected. Providing the services the departments expect from the Purchasing Warehouse will no doubt, at some point in the near future, require additional vehicles and the reallocation of manpower.

Risk Management

— **Property & Casualty**

— **Group Health Insurance**

— **Workers' Compensation**

— **Loss Control**

— **Occupational Health/
Employee Assistance**

Job Management

1. Job Management

2. Job Management

3. Job Management

4. Job Management

5. Job Management

6. Job Management

Mission

To coordinate all functions relating to the identification, analysis and control of exposures which threaten loss to the County through the management of various insurance programs and the implementation of various educational and training programs.

Summary of Services/Facilities

The Department is comprised of five major programs: Property and Casualty, Workers' Compensation, Employee Benefits, Loss Control, and Occupational Health. Within these various programs, the Department manages claims involving Workers' Compensation, damage to County property, and allegations of County liability. The Loss Control Section develops and implements comprehensive programs targeted to reduce accidents and comply with state and federal occupational health and safety laws. The

Occupational Health Clinic provides medical services for work related injuries and illnesses as well as health education and employee physical examinations. The Clinic's Employee Assistance Program assists troubled employees who have personal problems affecting their work performance. The Employee Benefits Section develops and administers health and life insurance and long-term disability programs to protect County employees and their families.

Trends and Issues

Workers' Compensation Liability Experiencing Higher Costs: The workers' compensation loss reserve increased at a higher rate than anticipated during the last three fiscal years.

Appraisal of County Buildings: During FY 2000, the County began a program to have County buildings appraised to ensure that they are being insured at current values. This is a three year program with an anticipated annual cost of \$75,000.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$450	\$150,000	\$57,000	-
Other	1,903,240	4,823,180	4,754,221	\$9,820,115
Central Services Charges	14,996,688	22,637,057	22,146,057	22,000,000
TOTAL	\$16,900,378	\$27,610,237	\$26,957,278	\$31,820,115
APPROPRIATIONS				
Personal Services	\$1,624,316	\$1,876,625	\$1,701,583	\$1,960,295
Operating Expenses	13,674,394	19,522,192	18,820,419	22,199,074
Capital Outlay	22,319	28,140	30,574	150,000
Interfund Transfers	1,000,000	-	-	-
Reserves	-	6,727,176	-	7,822,666
TOTAL	\$16,321,029	\$28,154,133	\$20,552,576	\$32,132,035
STAFFING				
Positions	33	36	36	36
Full Time Equivalents (FTEs)	32.23	35.23	35.23	35.23

Definition of Program and Services

To ensure the County is adequately covered for losses and claims and that claims are processed on a timely basis. Primary services include:

- ◆ review the County's potential loss exposure on an annual basis;
- ◆ make recommendations to the County Administrator regarding changes in the County's insurance coverage;
- ◆ assist other County departments with insurance issues;
- ◆ collect and process all necessary information from County departments and forward that information to the claims adjustors and processors; and
- ◆ attend mediation meetings in an effort to settle claims prior to trial.

Program Objectives for FY 2001

1. Process 95% of claims within 3 working days from the date all required documentation for processing is received.
2. Implement the first year of a multiple-year program to obtain appraisals for selected County buildings.

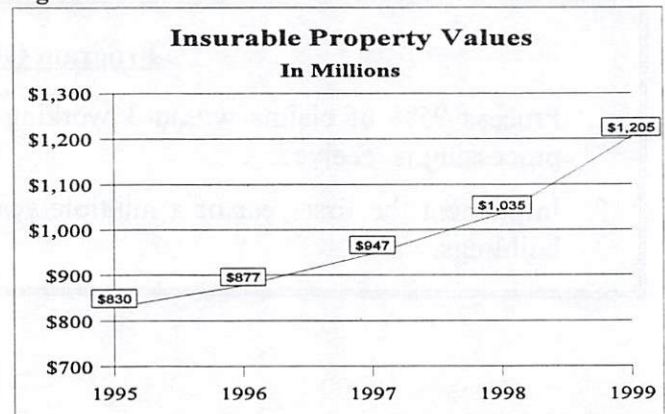
PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
County damage claims against others	110	72.2	n/a	100	100
Claims processed	346	615	n/a	650	650
% claims processed within three working days	91%	90%	90%	95%	95%
Amount collected from County damage claims	\$79,687	\$73,414	n/a	\$50,000	\$50,000

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$601,150	\$2,723,180	\$3,354,221	\$2,963,521
Central Services Charges	5,713,776	6,000,000	5,500,000	7,000,000
TOTAL	\$6,314,926	\$8,723,180	\$8,854,221	\$9,963,521
APPROPRIATIONS				
Personal Services	\$217,369	\$222,917	\$216,502	\$233,828
Operating Expenses	5,230,767	6,998,081	6,540,497	7,334,001
Capital Outlay	748	-	2,578	-
Reserves	-	1,625,114	-	2,500,058
TOTAL	\$5,448,884	\$8,846,112	\$6,759,577	\$10,067,887
STAFFING				
Full Time Equivalents (FTEs)	4.50	4.50	4.50	4.50

Summary of Key Funding/Service Issues

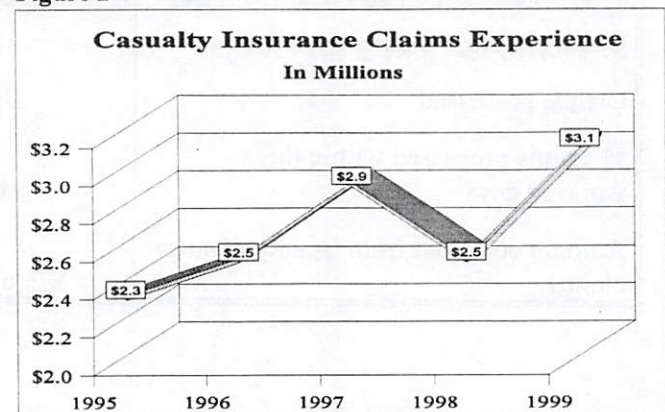
Property Insurance: The County had \$1.205 billion in insurable property values in FY 1999 (Figure 1), representing an 16% increase over the prior year. Properties are insured under two programs. Those that meet certain design and construction requirements established by Industrial Risk Insurers (IRI) are covered under a highly protected risk plan. This results in a substantial reduction in insurance premiums. Other properties that do not meet IRI standards are covered under the County's blanket property insurance. Overall, property premium rates remained flat over the last two fiscal years.

Figure 1



Casualty Insurance Premiums: The County maintains a \$2.7 million reserve for payment of the myriad of small damage claims experienced each year. The County also has a stop loss insurance policy to pay claims which are in excess of the \$2.7 million reserve, up to \$1 million, and a claims bill policy with coverage up to \$10 million. Figure 2 shows claims experience from FY 1995 through FY 1999.

Figure 2



Definition of Program and Services

To administer the County's various employee group insurance (health, life and LTD) plans in accordance with federal law and County policies. Primary services include:

- ◆ maintain active employee, retiree, COBRA and change information;
- ◆ act as liaison for County employees with the insurance carriers as needed in the resolution of problems or disputes;
- ◆ provide information to employees explaining plan benefits, available service providers, and claim procedures;
- ◆ verify and process premium bills for payment; and
- ◆ expedite the payment of claims on behalf of service providers.

Program Objectives for FY 2001

1. Improve the benefit conformation statements to increase employee understanding of their benefits and benefit costs.
2. Research and answer employee coverage and benefit disputes within three days.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Hours of group insurance presentations	26	425	n/a	900	900
Average number of days to settle coverage disputes	4	3.5	n/a	3	3

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$226,346	\$234,372	\$232,188	\$237,923
Operating Expenses	402,142	432,437	425,150	103,363
Capital Outlay	748	-	-	-
Inrerfund Transfers	1,000,000	-	-	-
TOTAL	\$1,627,236	\$666,809	\$657,338	\$416,286
STAFFING				
Full Time Equivalents (FTEs)	4.50	4.50	4.50	4.50

Summary of Key Funding/Service Issues

Insurance Plans: Figure 3 shows health insurance enrollment by plan. The County also offers a free basic long-term disability (LTD) plan to employees in the HMO. Employees in other plans, or HMO members who desire to upgrade their coverage, may purchase additional LTD insurance through payroll deductions.

Health Insurance Costs: Figure 4 shows the trend in health care premium costs for the three most recent fiscal years, and the estimated costs for FY 1999 and FY 2000.

Figure 3

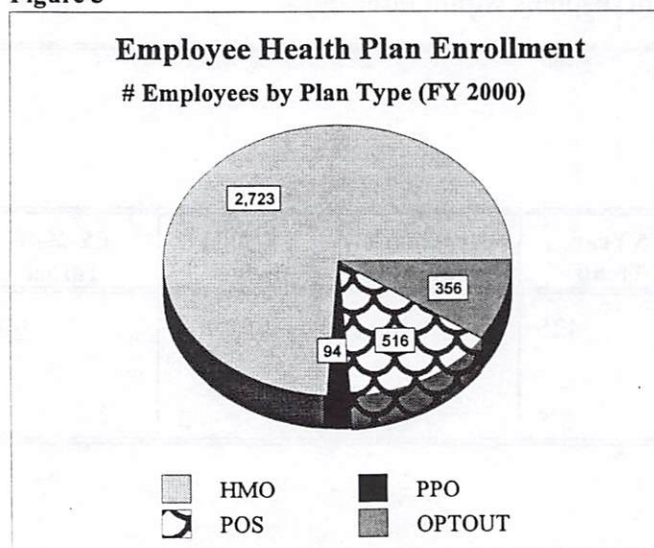
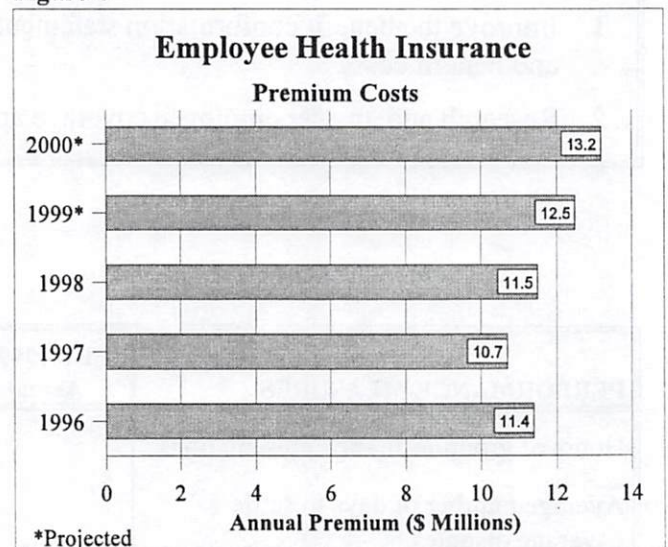


Figure 4



Definition of Program and Services

To administer the County's self-insured Workers' Compensation Plan in accordance with the Florida Workers' Compensation Law (F.S.440). Primary services include:

- ◆ process all injury claims;
- ◆ investigate all accidents involving time lost on the job; and
- ◆ pay all authorized medical bills in accordance with the Florida Medical and Surgical Fee Schedule, or if unlisted, the CPT Schedule.

Program Objectives for FY 2001

1. Process all claims from medical providers within forty-five days, as required in F.S. 440.
2. Monitor the managed care program to compare medical costs for managed care cases vs older cases not under managed care.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Average number of days to process claims from medical providers	30	30	45	45	45
New workers' compensation incidents	807	816	n/a	900	900
Number of invoices processed	10,473	9,829	n/a	10,500	11,500
Average lost time days per new case	15.9	n/a	n/a	15	15

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$208	-	-	-
Other	1,300,016	\$2,100,000	\$1,400,000	\$6,856,594
Central Services Charges	9,282,912	12,100,000	12,100,000	15,000,000
TOTAL	\$10,583,136	\$14,200,000	\$13,500,000	\$21,856,594
APPROPRIATIONS				
Personal Services	\$228,016	\$272,264	\$218,691	\$280,657
Operating Expenses	7,152,535	11,114,365	10,841,555	13,446,174
Capital Outlay	374	1,800	1,656	70,000
Reserves	-	5,102,062	-	5,322,608
TOTAL	\$7,380,925	\$16,487,491	\$11,061,902	\$19,119,439
STAFFING				
Full Time Equivalents (FTEs)	5.75	6.75	6.75	6.75

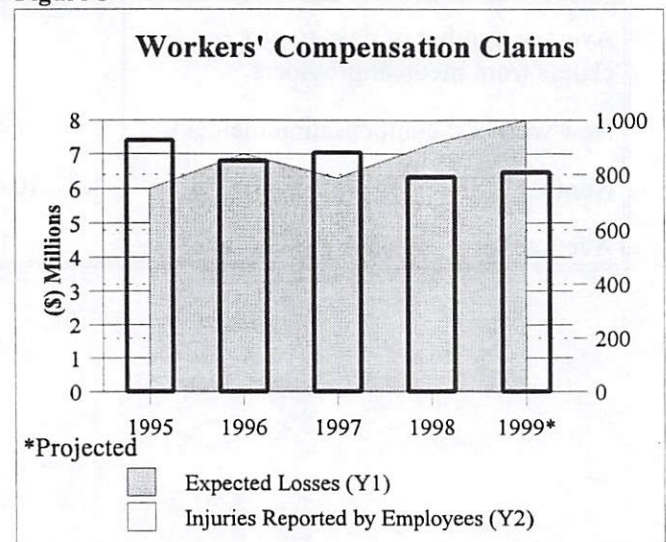
Summary of Key Funding/Service Issues

Managed Care: Legislative reforms passed in 1993 require all Florida employers to take a managed care approach to workers' compensation. A managed care approach is multi-faceted, and includes a medical care coordinator (usually the primary care type physician), case management, a system designed to prevent inappropriate or excessive treatment, and a specialized provider network. The County initiated an MCA during FY 1997. The purpose of this program is to achieve cost savings while maintaining quality of care.

Claims Experience: The Workers' Compensation fund accumulates assets and records expenditures associated with this liability. This is a self-funded and self-administered program, covering all County employees. Costs are recovered by charging all covered agencies and departments based on a formula that takes into consideration the employee manual rates as published by the National Council on Compensation Insurance and department claim experience. **Figure 5** shows claims and injuries from FY 1995 through FY 1998.

Palm Tran's Workers' Compensation: On January 1, 2000 the County took over the administration of Palm Tran Workers' Compensation claims. This increases the number of employees covered under the self-insurance by approximately 500.

Figure 5



Definition of Program and Services

To identify potential hazards in the workplace and recommend measures for preventing losses and insuring regulatory compliance. Program objectives are accomplished by performing safety audits and providing training courses. Findings and recommendations of safety audits are communicated to Department Managers and the County Administrator for corrective action.

Program Objectives for FY 2001

1. Provide Defensive Driving Training Courses to 900 employees.
2. Provide Medic First Aid Courses to 650 employees.
3. Provide Asbestos Awareness Training for 250 employees.
4. Provide Right-to-Know training to 1,500 employees.
5. Maintain participant ranking marks of superior for training at 95%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Employees attending driving improvement courses	1,338	831	n/a	900	900
Employees attending Medic First Aid courses	669	563	n/a	650	650
Employees attending Asbestos Awareness training	314	81	n/a	250	250
Employees attending Right-To-Know training	100	96	n/a	250	1,500
Percent of participants ranking training superior or above	92%	93%	n/a	95%	95%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/ Charges	\$242	\$72,000	\$36,000	-
Other	303	-	-	-
TOTAL	\$545	\$72,000	\$36,000	-
APPROPRIATIONS				
Personal Services	\$423,558	\$588,561	\$507,185	\$616,632
Operating Expenses	260,988	257,102	303,838	476,063
Capital Outlay	19,950	26,340	26,340	-
TOTAL	\$704,496	\$872,003	\$837,363	\$1,092,695
STAFFING				
Full Time Equivalents (FTEs)	8.25	10.25	10.25	10.25

Definition of Program and Services

To promote the health and safety of employees of the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ conduct mandated (federal, state, and County) and non-mandated (personal health) medical surveillance;
- ◆ conduct post-offer, annual/periodic physicals for employees requiring hearing and respiratory protection, heavy metal screening and other high risk exposures;
- ◆ provide blood borne pathogen education/training programs and immunizations for tetanus, hepatitis B, rabies and skin testing for TB;
- ◆ manage all work related injuries/illnesses per FS 440 and provide in-house treatment when possible;
- ◆ monitor personal injuries/illnesses for returning to work and process leaves of absence through FMLA; and
- ◆ provide supervisor/employee education programs in the areas of identification and referral of work performance problems, drug awareness education, stress management, smoking cessation and other health related topics.

Program Objectives for FY 2001

1. Increase medical surveillance and training as mandated by OSHA, NIOSH, ANSI, DOT and FS440 by 2%.
2. Hold fifteen supervisor and employee training sessions.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Medical surveillance (employees)	4,828	4,115	n/a	3,000	4,200
Supervisors trained	621	621	n/a	150	250
Educational & training programs	43	43	n/a	30	45

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	-	\$78,000	\$21,000	-
Other	\$1,771	-	-	-
TOTAL	\$1,771	\$78,000	\$21,000	-
APPROPRIATIONS				
Personal Services	\$529,027	\$558,511	\$527,017	\$591,255
Operating Expenses	627,962	720,187	709,379	839,473
Capital Outlay	499	-	-	5,000
TOTAL	\$1,157,488	\$1,278,698	\$1,236,396	\$1,435,728
STAFFING				
Full Time Equivalents (FTEs)	9.70	9.23	9.23	9.23

Summary of Key Funding/Service Issues

Increased Level of Service: On January 1, 2000, the Occupational Health Clinic expanded its services by providing first injury response to the County's Transportation Department (Palm Tran) under the County's Workers' Compensation Program. Previously Palm Tran's Workers' Compensation was not included in the County's self funded insurance program.

Employee Assistance Program: The EAP provides supervision and employee training regarding drugs in the workplace, conducts follow-up sessions for employees testing positive for drug use, and provides counseling and/or referral assistance for employees and their family members with personal problems.

Tourist Development



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graph TD; A[Tourist Development] --> B[Administration]; B --> C[Convention & Visitor's Bureau]; B --> D[Film & Television Commission]; B --> E[Sports Commission]; B --> F[Cultural Arts]; B --> G[Other Programs]; G --> H[4th Cent]; G --> I[Special Projects]; G --> J[Beach Renourishment];
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Administration

— **Convention & Visitor's Bureau**

— **Film & Television Commission**

— **Sports Commission**

— **Cultural Arts**

— **Other Programs**

— **4th Cent**

— **Special Projects**

— **Beach Renourishment**

4 Positions

Journal Development

Administrative

Constitution of the Journal

Editorial Board

Editorial Committee

Editorial Board

Editorial Board

Editorial Board

Editorial Board

Editorial Board

Mission

To promote the tourism industry in Palm Beach County and use tourism development tax dollars to generate the maximum return.

Summary of Services/Facilities

The Tourist Development Council (TDC) oversees the functional operations of four organizations and two funding programs. The four organizations are:

- Convention & Visitors Bureau
- Film & Television Commission
- Sports Commission
- Cultural Arts

The two funding programs are:

- 4th Cent (professional sports facilities and/or convention center) and
- Special Project/Convention Center Operations.

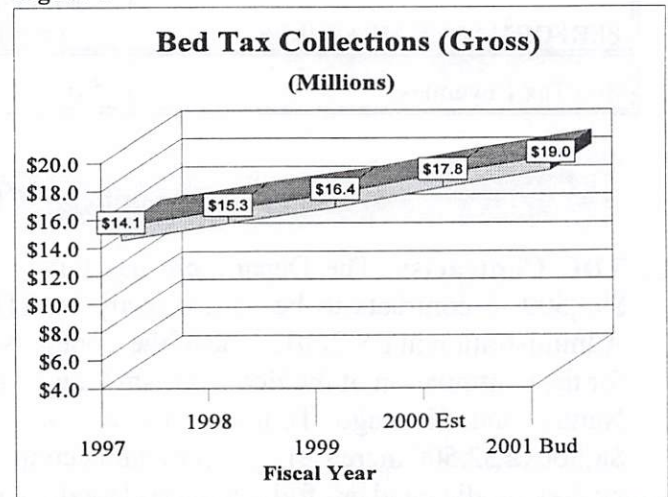
In addition, TDC funds are used to help fund the beach renourishment program in the Department of Environmental Resources Management.

Trends and Issues

Increased Tourism: Once again, the trend of increased tourism is expected to continue for FY 2001. Even with additional room inventory put on line this year, year round occupancy rates in Palm Beach County hotels are projected to go up slightly with room rates at record highs. Bed tax revenues are projected to increase 8.5% for FY 2000 and then 7% for FY 2001. These increases are a result of both rate and occupancy increases.

Convention Center: The County is proceeding with the Convention Center Project, with final design and cost estimates completed by the end of FY 2000. Current cost estimates total approximately \$74 million for the center. The entire amount will be financed with a bond issue to be paid from the Fourth Cent of the bed tax. Funds to cover the projected operating deficits are being accrued in the Special Project/Convention Center operating deficit fund within the first three cents. Changes to Florida Statute 125.0104 allow for certain operating expenses to be paid from Fourth Cent proceeds as well.

Figure 1



Bed Tax Collections: Local Option Bed Tax Collections increased from \$7.3 million in FY 1991 (restated to gross collections) to a projected \$19.0 million in FY 2001, or approximately a 10% per year increase, compounded. A major portion of this increase was from the imposition of an additional one-cent tax effective in February 1994. Excluding the fourth cent increase, bed tax collections have increased approximately 7% during this period.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$16,406,268	\$16,737,001	\$17,815,000	\$19,063,000
User Fees/Charges	49,228	86,000	47,200	47,400
Interdepartmental Charges	105,746	165,000	194,174	175,000
Other	874,355	17,052,614	19,926,448	23,497,514
TOTAL	\$17,435,597	\$34,040,615	\$37,982,822	\$42,782,914
APPROPRIATIONS				
Personal Services	\$252,869	\$268,892	\$268,892	\$277,390
Operating Expenses	7,909,521	11,295,923	9,223,520	11,495,127
Capital Outlay	941,893	1,612,500	4,373,500	8,000
Grants and Aids	2,248,481	2,487,000	2,487,000	2,950,000
Transfers	3,587,224	3,772,648	3,772,648	6,254,963
Reserves	-	14,603,652	-	21,797,434
TOTAL	\$14,939,988	\$34,040,615	\$20,125,560	\$42,782,914
STAFFING				
Positions	4	4	4	4
Full Time Equivalents (FTEs)	4.00	4.00	4.00	4.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Bed Tax Revenues	\$16,406,273	+7%	5% per year	\$16,737,000	\$19,063,000

Significant Changes From Prior Year

TDC Contracts: The Department has budgeted \$98,500 in contracts to be paid directly by TDC Administration in FY 2001. One of the contracts is for the continuation of the Eco-Tourism Grant with Nature and Heritage Tourism Association for \$8,500 (a \$2,500 increase). The remaining contract budget is allocated as follows: the Hotel/Motel Education Grant for \$30,000, Strategic Planning (\$10,000), Marketing Consultant (\$40,000), and a contingency of \$10,000.

Additions to FY 2000 Impacting FY 2001: The TDC will be installing a new phone system that will be operational in FY 2001. This will be a PBX/DID system that will be able to handle the growth of the TDC and agencies on this system into the foreseeable future. Additionally, the TDC/CVB data processing network was upgraded in August 2000 with new servers and upgrades to software and workstations.

Definition of Program and Services

To develop and implement marketing programs to increase visitation to Palm Beach County by individual tourists, groups and meetings, participants, and other visitors from throughout the United States and internationally. This is accomplished through consumer and trade advertising and specific marketing programs directed to each segment of the marketplace.

Program Objectives for FY 2001

1. Increase booked room nights to 114,000.
2. Increase occupancy rate to 71.5%.
3. Increase advertising placement and frequency to generate 170,000 inquiries.
4. Maintain the number of wholesalers who feature Palm Beach County at 411.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Wholesalers	470	+6%	n/a	433	411
Advertising inquiries	154,572	+4%	n/a	165,000	170,000
Average room occupancy	66.7%	+1%	n/a	70.5%	71.5%
Booked room nights	54,720	n/a	n/a	105,000	114,000
Press releases	32	+25%	n/a	36	36
Circulation/viewership (millions)	162.5	n/a	n/a	90.0	120.0

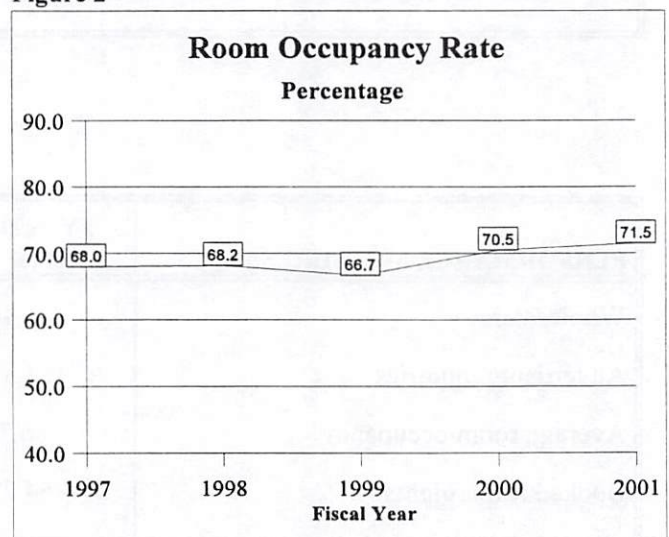
FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$6,404,864	\$6,537,817	\$6,971,173	\$7,331,817
User Fees/Charges	49,138	86,000	47,000	47,200
Interdepartmental Charges	105,746	165,000	194,174	175,000
Other	262,622	2,494,303	3,424,971	3,197,120
TOTAL	\$6,822,370	\$9,283,120	\$10,637,318	\$10,751,137
APPROPRIATIONS				
Personal Services	\$252,869	\$268,892	\$268,892	\$277,390
Operating Expenses	5,852,318	8,250,352	6,963,955	9,056,906
Capital Outlay	31,993	12,500	98,500	8,000
Reserves	-	751,376	-	1,408,841
TOTAL	\$6,137,180	\$9,283,120	\$7,331,347	\$10,751,137

Summary of Key Funding/Service Issues

Convention Center: A significant change to the Convention and Visitors Bureau (CVB) for FY 2001 includes \$1,050,000 allocated for the Convention Center. This amount consists of \$900,000 for advertising, direct mail, collateral materials, marketing efforts utilizing a virtual reality web site, and promotional video and related publications. Also included is \$150,000 for salary and related costs for a convention center manager and secretary.

Ongoing Operations: The CVB has added four additional staff for FY 2001. The positions include a webmaster marketing position, two secretaries, and an operations manager. The administrative budget also includes \$145,000 in additional costs for filling vacant positions and for merit increases for existing staff. The incentive bonus program is budgeted at \$50,000. Groups/Meetings sales effort is budgeted to increase \$100,000. Full staffing will result in increased marketing. Collateral and fulfillment are budgeted to increase \$90,000 as a result of increased postage costs and volume of material being shipped.

Figure 2



Occupancy Rate: The goal of 71.5% occupancy for FY 2001 is aggressive in the face of additional rooms being added to the Palm Beach County Hotel/Motel inventory and rising inflation and fuel costs, which may adversely affect travel plans.

Definition of Program and Services

To promote Palm Beach County as a film, television, photography, and print industry location. Primary services include:

- ◆ enhance the local labor force through internships and institutional education; and
- ◆ increase industry contact through marketing via trade magazine advertising, cable television infomercials, sales missions, conferences, and direct contact.

Program Objectives for FY 2001

1. Increase production in hotel room nights, industry employment, and production revenue by a minimum of 10%.
2. Increase producer inquiries by 10%.
3. Increase production activity by 10%.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Hotel room nights	10,856	+1%	n/a	9,317	14,300
Total dollar impact (millions)	\$80.2	+7%	n/a	\$70.4	\$105.6
Permits issued	178	+3%	n/a	146	198
Production days	5,610	n/a	n/a	2,036	8,800
Producer packets assembled/mailed	1,251	+5%	n/a	665	1,430

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$477,974	\$487,897	\$520,237	\$547,150
User Fees/Charges	90	-	200	200
Other	4,651	126,690	145,327	97,844
TOTAL	\$482,715	\$614,587	\$665,764	\$645,194
APPROPRIATIONS				
Operating Expenses	\$475,166	\$542,831	\$552,902	\$596,816
Capital Outlay	2,190	-	-	-
Reserves	-	71,756	-	48,378
TOTAL	\$477,356	\$614,587	\$552,902	\$645,194

Summary of Key Funding/Service Issues

Expansion of Services: The Palm Beach County Film and Television Commission (FTC) will continue to positively attract tourism revenue generated by the film and television industry by providing world class service to clients. The FTC will broaden the economic impact by increasing production in Palm Beach County by attracting on-location features, movies of the week (MOW's), commercials, documentaries, still photography, internet, digital technology, commerce, and globalization. The expansion of the indigenous community will encourage the relocation and the growth of existing business through grants, incentives, marketing, and with the support of film financing reflected through historical accounts, public record and media exposure.

Project Action Education Contract: As of March 1, 2000, the \$25,000 Education Contract through the Office of Economic Development has been transferred to that department. The FTC will continue to give presentations about the film and television industry upon request.

Palm Beach County Feature Film Incentive Fund: In FY 2001, the FTC has budgeted \$25,000 for an incentive program to reimburse a production company for expenses incurred while shooting in Palm Beach County. Minimum requirements are

projects which have a minimum budget of \$5,000,000, employ local crew, and utilize 2,500 hotel room nights in the County. The monies would be applied in exchange for a Palm Beach County promotional advertisement for tourism either within the program or credits. This aggressive incentive opportunity would establish this production community as financially competitive.

Service Issues Public Relations Firm Retained:

The FTC has budgeted \$50,000 in FY 2001 to continue the public relations contract to promote filming in Palm Beach County. This effort will mainly be carried out in Los Angeles, which will result in increased local production, occupied hotel room nights, and economic impact. Monthly reports from the contracted Public Relations Firm will be included in the FTC's monthly agenda packages for monitoring and tracking purposes.

Film Festival/Trade Show Consultant: To retain a seasoned consultant to make contracts for the FTC at national/international film festivals and trade shows, the FTC has allocated \$7,000 of the consumer and trade shows budget in FY 2001. The consultant will generate, follow up, and secure additional leads/contacts to increase exposure for Palm Beach County.

Definition of Program and Services

To attract sporting events to the County to provide a positive economic impact and promote the image of Palm Beach County both locally and on a national and international basis. Primary services include:

- ◆ attract, stimulate and promote sports entertainment events and activities in Palm Beach County;
- ◆ coordinate and sponsor/co-sponsor sporting events with private citizens and organizations;
- ◆ assist in obtaining maximum utilization of County owned and operated sports and entertainment facilities; and
- ◆ promote grassroots sports development for the citizens of Palm Beach County.

Program Objectives for FY 2001

1. Increase sports related room nights to 160,000.
2. Conduct site visits to recruit 3 new "bid" events/activities into Palm Beach County.
3. Conduct 2 multi-sport events utilizing multiple venues throughout Palm Beach County.
4. Increase outside revenue sources to secure additional funding for Sports Commission events/activities.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Room nights (events hosted)	144,380	+10%	n/a	150,000	160,000
Bids submitted or assisted	28	-4%	n/a	15	18
Events-grant funded	14	-3%	n/a	15	16
Events-assistance only	32	+1%	n/a	25	28

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$597,468	\$609,871	\$650,296	\$947,096
Other	33,992	155,070	228,392	130,009
TOTAL	\$631,460	\$764,941	\$878,688	\$1,077,105
APPROPRIATIONS				
Operating Expenses	\$480,069	\$520,890	\$519,939	\$647,805
Capital Outlay	4,023	-	-	-
Grants and Aids	172,000	172,000	172,000	200,000
Transfers	30,000	30,000	30,000	30,000
Reserves	-	42,051	-	199,300
TOTAL	\$686,092	\$764,941	\$721,939	\$1,077,105

Summary of Key Funding/Service Issues

Development of Events in Palm Beach County:

The objective is to increase the number and/or size of events of sporting event-related room nights to 160,000. The Sports Commission must continue to promote and market the County to event owners whose events were previously held in Palm Beach County for them to return. To accomplish this, staff will have to offer additional support services to the event owner in order to be more competitive against other potential sites. Currently the Commission is expected to increase staff by two to support these events. The Commission will continue to pursue new events through bidding efforts, networking, conducting site visits, and by informing national

bodies about the viability of hosting events in Palm Beach County.

Enhancement of Funding Sources: The Commission will pursue additional funding from major corporations through various types of sponsorship funding and corporate grant programs. Additionally, the Commission will increase membership through membership level updates and identifying new sources of membership including youth and local sports organizations and restaurants. These programs should generate an additional \$20,000 in funding and in-kind support services.

Definition of Program and Services

To develop, coordinate, and promote the arts throughout Palm Beach County. Primary services include:

- ◆ promote new cultural leadership and development in Palm Beach County;
- ◆ develop strategic plans to increase financial support for arts and culture in Palm Beach County;
- ◆ establish mechanisms to ensure the provision and stabilization of adequate arts and cultural facilities;
- ◆ organize and expand audience development and marketing strategies for arts and culture in Palm Beach County;
- ◆ provide a means for access to cultural facilities for all residents and tourists of Palm Beach County;
- ◆ promote arts and cultural education to all residents of Palm Beach County, especially those of pre- and school age; and
- ◆ establish strategies designed to provide suitable working environments for artists and promote Art in Public Places.

Program Objectives for FY 2001

1. Further refine the Tourist Development Council Category B grant process.
2. Continue to provide professional staff development for personnel of cultural organizations through monthly meetings and roundtable discussions.
3. Continue to improve collateral materials and improve and expand the website.
4. Expand the distribution of cultural collateral materials to the tourism market.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Trade shows attended	6	+20%	n/a	4	6
Reimbursements processed	106	+1%	n/a	150	100
Orgs./artists receiving direct assistance	588	-5%	n/a	300	325

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$2,748,356	\$2,805,407	\$2,991,362	\$3,146,115
Other	22,566	208,978	469,439	382,643
TOTAL	\$2,770,922	\$3,014,385	\$3,460,801	\$3,528,758
APPROPRIATIONS				
Operating Expenses	\$630,800	\$664,588	\$662,852	\$708,751
Grants and Aids	2,076,481	2,315,000	2,315,000	2,750,000
Reserves	-	34,797	-	70,007
TOTAL	\$2,707,281	\$3,014,385	\$2,977,852	\$3,528,758

Summary of Key Funding/Service Issues

FY 2001 Budget Summary: The significant change to the Cultural Council budget for FY 2001 is the increase in grants by \$435,000 or 19%. The Cultural Council has also budgeted for a contracted position to direct the public arts program, which results in a net increase of \$30,000 to their operational budget.

Definition of Program and Services

The Tourist Development Council also oversees two funding programs and one County-related program as follows:

- ◆ 4th Cent (Professional sports facilities and/or convention center);
- ◆ Special Projects/Convention Center Operations Fund for tourism related projects; and
- ◆ Beach Renourishment (administered by Environmental Resources Management).

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Tourist Development Taxes	\$6,177,606	\$6,296,009	\$6,681,932	\$7,090,822
Other	550,524	14,067,573	15,658,319	19,689,898
TOTAL	\$6,728,130	\$20,363,582	\$22,340,251	\$26,780,720
APPROPRIATIONS				
Operating Expenses	\$471,168	\$1,317,262	\$523,872	\$484,849
Capital Outlay	903,687	1,600,000	4,275,000	-
Transfers	3,557,224	3,742,648	3,742,648	6,224,963
Reserves	-	13,703,672	-	20,070,908
TOTAL	\$4,932,079	\$20,363,582	\$8,541,520	\$26,780,720

Summary of Key Funding/Service Issues

Fourth Cent: The 4th cent will have accumulated almost \$19 million in available funds by the end of FY 2000. Cost estimates for the proposed convention center are somewhere in the vicinity of \$70 million. Bonds will be issued sometime in FY 2001 as this project proceeds, with groundbreaking projected to occur in the spring of 2001. Florida Statute 125.0104 was amended in 1998 to allow for certain convention center operating deficits to be paid for from fourth cent funds.

Special Projects Fund/Convention Center Operating Fund: Once again, the Special Project portion of the fund is being replenished at \$100,000 for FY 2001. Contained within this fund is the "Convention Center Operations" account which is funded at \$250,000 per year. The FY 2001 budget projects a reserve balance in the fund of around \$1.4 million.

Beach Improvement Program: This program is to provide beach improvement, maintenance, renourishment, restoration, and erosion control, with an emphasis on dune restoration where possible. The program, which is administered by Environmental Resources Management, is allocated 14.4% of the first three cents of the bed tax. The projected amount of transfer for FY 2001 is almost \$2 million, or a 22% increase over FY 2000.

FY 2001 Total Budget by Program: The total FY 2001 budgets, including reserves, for the above programs are as follows:

• Fourth Cent	\$22,858,248
• Special Projects/Conv Ctr.	\$1,596,939
• Convention Center Grant	\$200,000
• Beach Renourishment	\$2,125,533



Water Utilities

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graph TD; A[Water Utilities] --> B[Operations & Maintenance]; A --> C[Utilities Engineering]; A --> D[Finance & Accounting]; B --> E[Potable Water]; B --> F[Wastewater]; C --> E; C --> F; D --> G[Customer Service];
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**Operations &
Maintenance**

**Utilities
Engineering**

**Finance &
Accounting**

**Potable Water
Wastewater**

**Customer
Service**

416 Positions

Water Utilities

Operating & Maintenance

Utilities Engineering

Planning & Design

Regional Water
Management

Water Quality
Control

Mission

To provide the highest quality potable water, reclaimed water, and wastewater service to customers in a fiscally and environmentally sound manner. The Department's vision for the future is *"The Utility of the Future, the Customer's Choice."*

Summary of Services/Facilities

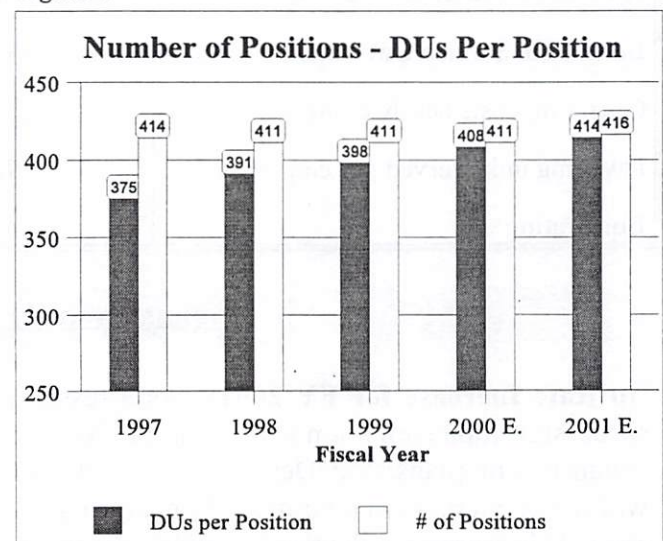
The Water Utilities Department (WUD) provides water and wastewater collection services to approximately 380,000 residents within 177 square miles of the rapidly urbanizing, primarily unincorporated, area of Palm Beach County. The Department currently operates five water treatment plants, four of which are permanent regional facilities, with a total treatment capacity of 61.8 million gallons per day (mgd). Wastewater is treated at two regional facilities. The Department owns and operates the 30 mgd Southern Region Water Reclamation Facility, a state-of-the-art wastewater treatment and water reclamation facility.

Additionally, the Department owns 12.5 mgd of capacity in the 55 mgd East Central Region Wastewater Treatment Plant, which is operated by the City of West Palm Beach. The Department's water distribution system includes over 1,336 miles of pipe, 5 ground storage tanks, and 10,372 fire hydrants. For wastewater collection, the Department maintains 784 miles of gravity sewers, 318 miles of force mains, and 648 lift stations. The Department also operates a Central Region Administrative and O&M Complex and a Southern Region Operations Center and Central Laboratory.

Trends and Issues

New Positions: The Department added five new positions for Fiscal 2001. This represents the first new positions added since FY 1992. During the period from 1992, the Department's customer base has grown by 26% with no positions added. Even with the new positions, the personnel complement will have thirteen less positions than the peak in 1992. **Figure 1** shows the average number of dwelling units (DUs) served per employee and the number of positions over the last three years, including projected figures for FY 2000 and FY 2001.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$67,021,492	\$65,822,000	\$68,166,000	\$70,778,000
Other	10,604,974	129,733,430	135,646,000	133,526,538
Interfund Transfers	94,744,008	86,317,000	86,025,000	88,517,000
TOTAL	\$172,370,474	\$281,872,430	\$289,837,000	\$292,821,538
APPROPRIATIONS				
Personal Services	\$17,796,381	\$19,527,070	\$18,783,802	\$20,497,095
Operating Expenses	20,385,256	22,465,953	21,933,660	22,886,905
Capital Outlay	26,797,928	108,192,000	39,792,000	137,306,900
Debt Service	5,822,470	14,830,000	14,830,000	14,766,000
Transfers	94,744,008	86,317,000	86,025,000	88,517,000
Non-Operating	(1,406,440)	220,000	229,000	234,000
Reserves	-	30,320,407	-	8,613,638
TOTAL	\$164,139,603	\$281,872,430	\$181,593,462	\$292,821,538
STAFFING				
Positions	411	411	411	416
Full Time Equivalents (FTEs)	411.00	411.00	411.00	416.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Average operating revenue per dwelling unit	\$410	+4%	n/a	\$393	\$406
Growth %, excluding acquisitions	3.3%	+3%	2.0%	2.5%	2.5%
Bond Debt Service Coverage	2.93x	+5%	1.6x - 1.9x	3.00x	2.93x
Operating costs per dwelling unit	\$224	+1%	n/a	\$251	\$253
Dwelling units served per employee	398	+3%	n/a	408	414
Bond rating	AA-	AA-	AA-	AA-	AA-

Summary of Key Funding/Service Issues

No Rate Increase for FY 2001: As a result of successful implementation of several productivity enhancement plans, the Department's customers will see no increase in their monthly charges due to rates. This represents the third straight year that no rate increase will be needed.

Capital Improvement Plan: The Department's Capital Improvement Plan includes \$45 million for the construction of a 25 million-gallon-per-day water treatment plant in suburban West Boca Raton. This state of the art facility will replace an obsolete plant and provide additional capacity to serve future customers.

Definition of Program and Services

The Department's customer service program facilitates the provision of water and wastewater utility services for existing and potential customers. These services include direct external and internal customer assistance. Examples include:

- ◆ prompt initiation and connection of new accounts;
- ◆ accurate reading of customer meters and calculation of related billings;
- ◆ timely response to customer inquiries, whether in person, by telephone, or through correspondence;
- ◆ management of Departmental contracts and agreements; and
- ◆ diligent enforcement and collection of fees owed.

Although customer accounts are billed monthly, all related functions must be provided daily to accomplish the Department's mission.

Program Objectives for FY 2001

1. Complete phase II of a new customer service billing by September 2001.
2. Implement alternative payment methods to include debit card and Internet billing by September 2001.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Average time to respond to written customer inquiry (days)	3	-40%	3	3	3
Customer Service costs per bill rendered	\$2.39	+1%	n/a	\$3.70*	\$2.69*
Percentage of meters read correctly	98%	+3%	98%	98%	98%
Average meters read per meter reader per day	517	+7%	250	536	540
Write-offs as a percent of total operating revenues	0.2%	0%	0.5% 0.8%	0.2%	0.2%
* Includes cost of meter change-out program. Additional revenue generated will offset the additional costs.					

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,574,757	\$4,508,000	\$4,682,000	\$4,977,000
TOTAL	\$4,574,757	\$4,508,000	\$4,682,000	\$4,977,000
APPROPRIATIONS				
Personal Services	\$2,298,104	\$2,488,881	\$2,355,731	\$2,516,862
Operating Expenses	402,423	2,291,119	1,886,980	1,923,914
TOTAL	\$2,700,527	\$4,780,000	\$4,242,711	\$4,440,776
STAFFING				
Positions	66	66	66	66
Full Time Equivalents (FTEs)	66.00	66.00	66.00	66.00

Summary of Key Funding/Service Issues

New Customer Service/Billing System:

Enhancements to the customer billing system will enable the Department to accept alternative payment methods, thus increasing the level of service provided.

Definition of Program and Services

This program ensures delivery of a high quality level of potable water to the Department's customers through its capital facilities and infrastructure. These functions assure the integrity of the distribution system and availability of potable water to meet future needs in accordance with standards established for the health and safety of the Department's customers. Primary services include:

- ◆ 24 hour, on demand availability of potable water service through various treatment technologies;
- ◆ water quality which exceeds state and federal standards; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure adequate levels of potable water service.

Program Objectives for FY 2001

1. Complete construction of the 25 million-gallon-per-day Water Treatment Plant #9 by September, 2001.
2. Complete design of the 10.7 million-gallon-per-day expansion of Water Treatment Plant #3 by September 2001.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Operating costs per thousand gallons of water treated	\$1.26	0%	n/a	\$1.24	\$1.26
New dwelling units served	5,452	+3%	n/a	4,000	4,000
Average monthly water dwelling units served	163,544	+3%	n/a	167,500	171,500
Percent of water "unaccounted for"	13.3%	0%	10% - 20%	11.0%	10.0%

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$24,978,694	\$24,525,600	\$25,393,600	\$26,320,400
Other	4,241,990	51,893,372	54,258,400	53,410,615
Interfund Transfers	37,897,603	34,526,800	34,410,000	35,406,800
TOTAL	\$67,118,287	\$110,945,772	\$114,062,000	\$115,137,815
APPROPRIATIONS				
Personal Services	\$6,199,311	\$6,815,276	\$6,571,228	\$7,192,093
Operating Expenses	7,993,133	8,069,934	8,018,672	8,385,196
Capital Outlay	10,719,171	43,276,800	15,916,800	54,922,760
Debt Service	2,328,988	5,932,000	5,932,000	5,906,400
Transfers	37,897,603	34,526,800	34,410,000	35,406,800
Non-Operating	(562,576)	88,000	91,600	93,600
Reserves	-	12,128,162	-	3,445,455
TOTAL	\$64,575,630	\$110,836,972	\$70,940,300	\$115,352,304
STAFFING				
Positions	170	170	170	173
Full Time Equivalents (FTEs)	170.00	170.00	170.00	173.00

Summary of Key Funding/Service Issues

New 25 Million Gallons Per Day Plant: The existing 14 mgd lime softening treatment plant located in suburban Boca Raton will remain operational until a new 25 mgd membrane plant is constructed over the next two years on the existing site. The additional capacity is necessary to meet projected needs for that portion of the Department's service area.

Fiscal Impact: Funding will be provided by on-line user fees, connection fees, guaranteed revenue fees, and balances brought forward.

Definition of Program and Services

This program ensures environmentally sound sanitary wastewater collection, treatment, and disposal through the facilities owned by the Department, as well as additional capacity at the East Central Region Plant operated by the City of West Palm Beach. The Department's reclaimed water services is provided through this program. Primary services include:

- ◆ 24 hour, on demand availability of wastewater treatment and disposal;
- ◆ wastewater treatment which exceeds state and federal standards; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure proper collection, treatment, and disposal of wastewater.

Program Objectives for FY 2001

1. Complete design and rehabilitation of five wastewater lift stations by September 2001.
2. Complete design of the 12 million-gallon-per-day expansion of the East Central region Wastewater Treatment Plant by September 2001.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Operating costs per thousand gallons of wastewater treated	\$1.65	+2%	n/a	\$1.69	\$1.71
Reclaimed water dwelling units served	2,700	n/a	n/a	1,900	3,100
Million gallons per day of wastewater treated	30.5	+4%	n/a	31.2	31.9
Average monthly wastewater dwelling units served	158,800	+3%	n/a	162,500	166,200

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$37,468,041	\$36,788,400	\$38,090,400	\$39,480,600
Other	6,362,984	77,840,058	81,387,600	80,115,923
Interfund Transfers	56,846,405	51,790,200	51,615,000	53,110,200
TOTAL	\$100,677,430	\$166,418,658	\$171,093,000	\$172,706,723
APPROPRIATIONS				
Personal Services	\$9,298,966	\$10,222,914	\$9,856,843	\$10,788,140
Operating Expenses	11,989,700	12,104,900	12,028,008	12,577,795
Capital Outlay	16,078,757	64,915,200	23,875,200	80,384,140
Debt Service	3,493,482	8,898,000	8,898,000	8,859,600
Transfers	56,846,405	51,790,200	51,615,000	53,110,200
Non-Operating	(843,864)	132,000	137,400	140,400
Reserves	-	18,192,245	-	5,168,183
TOTAL	\$96,863,446	\$166,255,459	\$106,410,451	\$171,028,458
STAFFING				
Positions	175	175	175	177
Full Time Equivalents (FTEs)	175.00	175.00	175.00	177.00

Summary of Key Funding/Service Issues

Future Expansion: Preliminary planning has begun for the expansion of the East Central Region Wastewater Treatment Facility. This will insure that the Department will have the wastewater treatment capacity to meet the demands of anticipated future customer growth.

Fiscal Impact: Funding will be provided by on-line user fees, connection fees, guaranteed revenue, and balances brought forward.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$57,000	\$64,000	-	-
Grants	482,111	1,562,948	\$964,269	\$1,521,289
Fines & Forfeitures	108,847	160,981	90,764	107,231
Other	154,297	410,487	487,510	561,055
TOTAL	\$802,255	\$2,198,416	\$1,542,543	\$2,189,575
APPROPRIATIONS				
Personal Services	\$1,851,863	\$2,200,811	\$2,074,380	\$2,312,364
Operating Expenses	480,072	976,607	1,000,435	1,407,461
Capital Outlay	61,763	37,467	40,054	18,490
Grants and Aids	2,640,364	7,680,939	2,297,754	5,426,100
Reserves	-	1,425,849	-	2,458,788
TOTAL	\$5,034,062	\$12,321,673	\$5,412,623	\$11,623,203
STAFFING				
Positions	40	41	42	42
Full Time Equivalents (FTEs)	40.00	41.00	42.00	42.00

Included in this category are amounts budgeted for the following non-departmental agencies:

- Criminal Justice Commission
- Economic Development
- Office of Equal Opportunity
- Office of Small Business Assistance
- Housing Finance Authority



Mission

To provide staff, administrative, and support services to the Criminal Justice Commission, its task forces and committees. Objectives of the CJC as defined by county ordinance include:

- ▶ provide overall coordination and research for law enforcement, courts, corrections, and crime prevention efforts in the county;
- ▶ provide an efficient, cost effective, and timely criminal justice system in the County;
- ▶ effect the reduction of crime in the County on a permanent basis; and
- ▶ identify areas of concern/resources/funds for Criminal Justice Commission priorities.

Summary of Services/Facilities

The Criminal Justice Commission (CJC) was established under County Ordinance 88-16 in August 1988. It is composed of thirty-three members, including twenty-one representatives from the public sector (criminal justice and government agency heads) and twelve private sector business leaders representing the Economic Council of Palm Beach County. The role of the CJC is to study all aspects of the criminal justice and crime prevention systems throughout the federal, state, County, municipal and private agencies within the County; to build partnerships among the many agencies; and to make recommendations to the Board of County Commissioners (BCC) on policies and programs.

As an advisory board to the BCC and others, the CJC works on a variety of criminal justice issues involving multiple criminal justice agencies that impact the local criminal justice system in different

ways including crime prevention, courts, law enforcement, and corrections. The CJC coordinates the joint planning efforts of numerous criminal justice, government, businesses, and community agencies in the County to provide more cost-effective and efficient services. Through this united public/private partnership, the CJC has been successful in securing new sources of program funds, creating innovative programs, and solving problems.

The CJC initiates pilot projects and incubates them until a permanent agency is selected to administer and operate the program. The CJC administers the annual allocation of two federal formula grant programs, the County's Drug Abuse Trust Fund and obtains other federal grants for special projects such as, Community Court and Weed and Seed. The CJC also administers the County's contract for probation services.

Trends and Issues

Crime data reflects a significant decline in the local crime rate. However, the jail population and its cost to the County continue to soar. The CJC chose to commit to the following projects to address these issues:

- **Community Justice** strives to give community residents the resources, knowledge, and information to plan and manage criminal justice

programs locally. This is done through the development of programs that target that particular community's needs. It includes restoration of communities through offender accountability and service and proactive problem-solving approaches that seek to address and resolve the root causes of crime.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$382,111	\$1,511,948	\$725,795	\$1,311,489
Other	21,340	5,000	-	5,000
TOTAL	\$403,451	\$1,516,948	\$725,795	\$1,316,489
APPROPRIATIONS				
Personal Services	\$498,034	\$720,830	\$584,665	\$693,105
Operating Expenses	173,499	433,343	464,292	827,829
Capital Outlay	39,280	18,883	18,574	-
Reserves	-	715,172	-	190,390
TOTAL	\$710,813	\$1,888,228	\$1,067,531	\$1,711,324
STAFFING				
Positions	13	13	14	14
Full Time Equivalents (FTEs)	13.00	13.00	14.00	14.00

- **Community Court** compliments the Weed and Seed Program. The Court is located in the West Palm Beach Weed and Seed Site at 638 6th Street. It emphasizes community service sanctions, rather than fines or incarceration. The goal is to put offenders to work in the community they victimized through projects such as cleaning-up streets and parks, restoring decrepit buildings, planting community gardens, and painting buildings.
- **Gun Safety:** The CJC recognizes the impact of gun violence on the community. A Gun Safety Task Force will work with local public safety officials and school officials to explore programs and methods to reduce gun violence. Issues to be considered include; instituting programs such as CARGO (Communities Addressing Responsible Gun Ownership) in the schools; and safety locks to be provided with all new handguns.
- **County Corrections** has become a crucial issue as the inmate population increases. Inmate capacity at the jail was designed to last until the year 2005. As the jail population increases, more beds are opened, requiring additional staff and installation of necessary equipment. When the population exceeded the number of available beds in 1998, cells throughout the County were double-bunked to provide relief during peak population times. The CJC wants to explore all available

options before recommending the opening of additional beds due to ongoing operational costs.

- **Countywide Public Safety Radio Communications:** The CJC adopted the concept of a Municipal Communications Consortium to implement and manage a new shared radio system for the municipalities within the County. The Consortium will bring together those law enforcement agencies that choose to participate in order to plan and develop this new radio system, and will aid in obtaining the necessary resources.
- **Drug Court Planning:** The CJC received a grant from the U.S. Department of Justice, Drug Court Program Office (DCPO) to plan a local drug court. A six-member Drug Court Team consisting of a judge, prosecutor, defense attorney, treatment provider, project director, and research/evaluator have attended three DCPO sponsored trainings. The CJC's Drug Court Planning Committee will plan and implement the drug court as a separate docket at first appearance hearings.

Other issues of concern are the lack of knowledge on behalf of citizens about the criminal justice system. The CJC strives to educate citizens about our criminal justice system through programs such as:

- **Citizens Criminal Justice Academy:** Twice a year the CJC holds a free Academy to teach citizens about the local criminal justice system. The ten week course is taught by criminal justice practitioners. Tours of the County Courthouse, County Jail, Juvenile Assessment Center, Sheriff's Office, Home Safe Facility, and Eagle Academy are included.

Interagency coordination is extremely important in working with all federal grant funds. The CJC is the central coordinator and administrator of the following grants/contracts:

- **County Court Probation Contract:** The BCC requires the CJC to administer and monitor the County's contract with a private vendor for County Court (misdemeanor) probation services. This requires an annual audit and contract negotiations, all of which are performed by the CJC's Probation Advisory Board.
- **Federal Drug Control and System Improvement Formula Grant Program (Edward Byrne Memorial Grant):** The CJC administers Palm Beach County's share of these grant funds and makes recommendations for the allocation of funds. The County was allocated \$728,458 in FY 2000. The BCC approved the CJC's recommendation to award these funds to the following three programs: (1) the Sheriff's Office, Multi-Agency Narcotics (MAN) Unit, which works with local law enforcement agencies to rid local communities of drug dealers; (2) Victim Services' Special Options toward Achieving Recovery (SOAR) Program, which works with domestic violence victims and abusers; and (3) the School Board's Truancy

Interdiction Program, which partners with local law enforcement agencies to provide services and assistance to truants to keep them in school.

- **Federal Local Law Enforcement Block Grant (LLEBG) Program:** The CJC administers the County's share of these grant funds and makes recommendations to the BCC on how the funds are allocated. The grant period for these funds is two years. The County was allocated \$846,677 for FYs 1999-2000 and \$823,982 for FYs 2000-2001. The BCC approved CJC's recommendation to award FYs 1999-2000 funds to the following agencies: (1) the CJC, to establish a Community Court Program in West Palm Beach; (2) the CJC, to contract with the Center for Alternative Sentencing and Employment Services (CASES), to initiate a Community Justice Pilot Project; (3) the CJC, to coordinate a Countywide Law Enforcement Radio Communication System; (4) the Countywide Weed and Seed Administration Component, to oversee the operations of the Weed and Seed Sites; and (5) to the State Attorney's Office for two prosecutors to target violent crimes in the Weed and Seed areas under auspices of their COMBAT (Community-Based Anti-Crime Task Force Program). The BCC approved CJC's recommendation to award FYs 2000-2001 funds to the following agencies: (1) the Palm Beach County Sheriff's Office, to provide security at the Juvenile Assessment Center; (2) the CJC, to provide for a Criminal Justice Analyst to staff the Law Enforcement Planning Council; and (3) the CJC, to plan, coordinate, and implement the Countywide Law Enforcement Radio Communication System.

Definition of Program and Services

To provide primary staff support to the Criminal Justice Commission (CJC) and its task forces, councils, committees and subcommittees. Primary services include:

- ◆ arrange for the orderly scheduling of the business of the Commission, task forces, and committees;
- ◆ coordinate, develop, and review agenda items for meetings;
- ◆ provide staff support for special projects;
- ◆ facilitate the accomplishment and monitor the progress of the CJC's priority issues;
- ◆ coordinate, develop, and implement comprehensive planning and policy development among criminal justice agents;
- ◆ administer the County's allocation of federal Local Law Enforcement Block Grant funds;
- ◆ administer the County's allocation of federal Drug Control and System Improvement Formula Grant Program funds through a local Request For Proposal process;
- ◆ notify local agencies of available grants and review, assist, and prepare grant applications; and
- ◆ monitor the County's contract for County Probation Services.

Program Objectives for FY 2001

1. Coordinate the goal setting process with the CJC to identify target issues and priorities.
2. Complete projects and assignments as directed by the CJC and its task forces.
3. Maintain a PC database of criminal justice data.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Policies, programs or issues researched	100	n/a	n/a	100	100
Grant applications assisted/reviewed	15	n/a	n/a	15	15
Reports and research published	30	n/a	n/a	30	30
Legislative and policy requests rendered	50	n/a	n/a	10	10
Meetings arranged/staffed	80	n/a	n/a	80	80

Summary of Key Funding/Service Issues

Grant Funded Positions: The CJC has twelve grant funded positions; two part time clerks funded by the federal Senior Aide program (not in County complement); a Financial Analyst II funded by federal Edward Byrne Memorial State and Local Assistance Formula Grant funds; a Criminal Justice Analyst, Intergovernmental Countywide Public Safety Communications Coordinator, Administrative Assistant, and Senior Secretary funded through the federal Local Law Enforcement

Block Grant funds; a Community Court Coordinator, Court Case Advisor, Community Service Supervisor, and Senior Secretary funded through the federal Bureau of Justice Assistance (BJA) Byrne Discretionary Grant Program; and a Clinical Service Program Specialist funded by the County's Drug Abuse Trust Fund. The discontinuance of any grant funding for these positions will affect CJC's operations.



Mission

To stimulate economic growth in Palm Beach County by: responding to countywide and targeted area community initiatives and needs; providing incentive grant programs; attracting new businesses and helping expanding existing businesses generate new job opportunities; assisting incubators and entrepreneurs; and supporting industries that will diversify and strengthen the local economy, and increase the tax base.

Summary of Programs and Services

The Economic Development Office (EDO) manages, implements, and monitors the County's Economic Development Program pursuant to the direction and priorities of the Board of County Commissioners. EDO coordinates requests for economic assistance and processes grant applications (contingent on available funds). EDO directly assists or facilitates over 20 programs. EDO maintains Palm Beach County's Economic Development Business Plan, which identifies key programs and projects fostering economic development that are countywide in scope or target designated geographic areas. They include:

- existing incentive programs such as Attraction, Job Growth, Development Region, State Enterprise

Zone, Film & Television, Agriculture and Tax Exemption.

- new projects: Equine Industry coordination, Business Alliance, Commerce Park development, and State Urban Job Tax Credit Program.
- incubator and small business assistance provided by Black Business Investment Corp., Business Loan Fund, and three geographically dispersed incubators: EDGE Center, BEDR, and TED Center.
- support and/or funding provided to agriculture, equine and marine industries, and to small business advocacy.

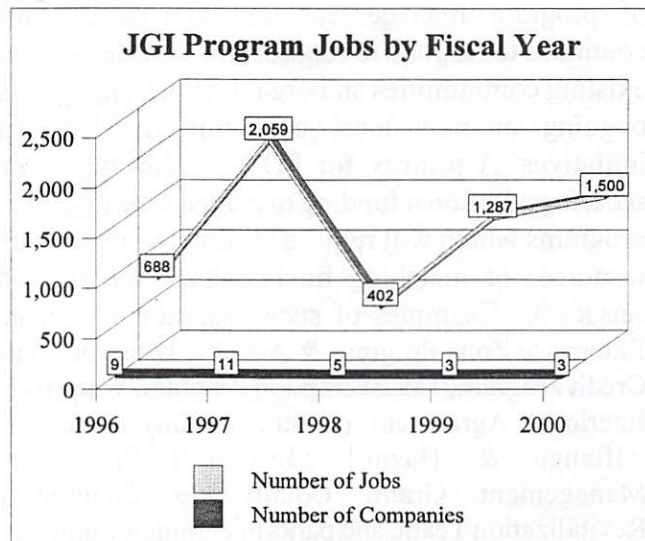
Trends and Issues

Job Growth Incentive (JGI) Grant Program:

This program is countywide in scope, providing support for eligible companies relocating or expanding in Palm Beach County. The companies are reimbursed for eligible relocation or expansion costs. Reimbursement is contingent on the companies creating, relocating, or retaining the contracted number of jobs (minimum 50 jobs). Six cluster industries are accorded a high priority for potential grant awards.

EDO is monitoring 48 companies (27 relocation + 21 expansion) that are JGI grant recipients and which are contracted for a total of 7,508 jobs. Their grant awards total \$8,548,976, with \$1,139 being the average base award per job. **Figure 1** includes Board approvals through 4/4/2000.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$310,570	\$350,813	\$376,899	\$439,684
Operating Expenses	60,704	63,152	42,153	86,247
Capital Outlay	1,377	13,000	13,000	8,500
Grants & Aids	2,640,364	7,680,939	2,297,754	5,426,100
Reserves	-	441,680	-	1,803,018
TOTAL	\$3,013,015	\$8,549,584	\$2,729,806	\$7,763,549
STAFFING				
Positions	5	6	7	7
Full Time Equivalents (FTEs)	5.00	6.00	7.00	7.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
JGI Program: new jobs/companies	1,287/3	reduction	1,172/15	950/6	900/6

FY 2000 Carryforward Funding: The funding for the FY 2001 Budget will be derived from interest income, carryforward and residual funds from the economic development programs, plus \$1.77 million in new money. The chart to the right provides an analysis of projected funds available for FY 2001 programs. The Attraction, Film & TV, and Other Board Initiatives have appreciable funds available.

Program Changes: As EDO enters its eighth year of program management and assistance, staff continues to respond to requests for assistance from existing communities and organizations engaged in ongoing or new local economic development initiatives. A priority for EDO is identifying and securing additional funding to enhance the incentive programs which will require minimal or no County resources or matching funds (other than in-kind services). Examples of such programs are: State Enterprise Zone Program & Agency, Urban Job Tax Credit Program, Tax Exemption Program, Waterfront Interlocal Agreement (Central County), Business Alliance & Hazard Mitigation Emergency Management Grant, Countywide Community Revitalization Team, and parks of commerce projects.

Projected Carryforward Program Funding	Amount
Attraction Incentive Grant Program	\$100,000
Black Business Investment Corporation	0
Business & Econ.Dev. & Revitalization Corp.	0
Business Loan Fund	0
Dev. Regions Incentive Grant Program	0
Enterprise Development Corp.	0
Enterprise Zone Program	20,000
Equine Program	50,000
Film & Television Incentive Grant Program	150,000
Incubator Program	0
Job Growth Incentive Grant Program	0
Other Board Initiatives	167,000
PBC Resource Center	80,000
Tech Prep Program - Film & Marine Skills	0
Waterfront Redev. Interlocal Agreement	5,000
Total	\$572,000

Significant Changes From Prior Year

Allocation of New Funding: The \$1.77 million additional funding for FY 2001, plus interest earnings and carryover funding, will enhance the prospects of sustaining and implementing the Board's economic development programs. Other potential funding resources exist in the form of state, federal, and foundation grants. Business Loan Fund of the Palm Beaches, Inc. is providing funds to applicants. The incubators are in a better position to handle requests for help from small entrepreneurs. Local communities rely heavily on obtaining Board approval for Development Regions Program grants.

JGI Program grant funds are increasingly used to provide a match for the State of Florida Qualified Target Industry Tax Refund Program. This match has increased the prospects and ability of the state and County to attract new companies and persuade existing companies in this County to remain here and expand. In FY 2000, the positive results of tax increment financing for a number of community businesses was increasingly evident by the new physical improvements and increases in the tax base.

Countywide Programs and Services

To provide economic development assistance throughout Palm Beach County, not limited to targeted geographic areas. These incentive programs offer grants, e.g., Job Growth grants to companies willing to relocate to Palm Beach County and to local existing businesses considering expansion. Included among the countywide programs are: Job Growth; Film & Television; Attractions; Black Business Investment Corporation; Enterprise Development Corporation; Marine, Agriculture and Equine Industries; Tech Prep; Small Business Assistance; and Economic Development Ad Valorem Tax Exemption. Primary services are:

- ◆ manage, implement, and monitor programs, and amend programs when appropriate;
- ◆ coordinate application review process, and prepare grants for County Commission action;
- ◆ assist community entities regarding programs, and help applicants with program requirements; and
- ◆ respond to general requests for information, and improve public awareness and perception of programs.

Program Objectives for FY 2001

1. To award Job Growth Incentive Program grants to six businesses.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Job Growth Incentive Program; number of relocating & expanding businesses	1 Reloc. 2 Exp.	n/a n/a	5 Reloc. 5 Exp.	3 Reloc. 3 Exp.	3 Reloc. 3 Exp.
JGI Funds awarded	\$655,200	n/a	\$1,000,000	\$900,000	\$900,000
Jobs contracted (new full-time only)	1,287	n/a	1,000	950	900
Average wage rate of grant recipients to FY 1999 PBC average (\$28,000)	\$27,094*	n/a	\$30,000	\$31,500	\$31,500
Average award per contracted job	\$509	n/a	\$1,000	\$950	\$1,000

* Average salary is below PBC average wage due to 1 of 3 companies paying a \$23,000 industry average wage.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$232,928	\$271,337	\$282,674	\$329,763
Operating Expenses	45,528	49,364	31,615	64,685
Capital Outlay	1,377	13,000	13,000	8,500
Grants & Aids	2,299,914	6,155,228	1,835,204	3,815,413
Reserves	-	441,680	-	1,303,018
TOTAL	\$2,579,747	\$6,930,609	\$2,162,493	\$5,521,379
STAFFING				
Positions	4	5	6	6
Full Time Equivalents (FTEs)	4.00	5.00	6.00	6.00

Summary of Key Funding/Service Issues

Program Diversification: Due to the demand on available funding, staff must be highly selective regarding the economic programs and projects it facilitates and supports. EDO and the industry support agencies for Film & Television, Marine, and Equine, need to maximize the impact of available

funds on strong applicants. The funding provided the Tech Prep Program will help develop the necessary curriculum for students and craftsmen who need special skills required by the workforce in the changing, high-tech film and marine industries. These industries depend on adequate infrastructure.

Targeted Areas Programs and Services

To improve economic conditions in targeted distressed and underdeveloped areas. These programs serve as an inducement to persuade companies to locate or expand within the older, established inner-city localities situated along the coastal areas and in the Glades. The programs include Development Regions Grant Program; Glades Marketing Program; and Incubator Programs in the north-central, south and Glades areas. Primary activities include:

- ◆ manage, implement and monitor existing programs, and help formulate new economic programs;
- ◆ coordinate and process review of applications, and assist community action groups;
- ◆ provide information to program applicants; and identify other sources of funds and assistance; and
- ◆ work with community organizations such as redevelopment agencies, and utilize interlocal agreements.

Program Objectives for FY 2001

1. Award incentive grants under the Development Regions Program to 30 business projects.
2. Provide and foster increased assistance to Glades communities through the Glades Technical Advisory Committee (GTAC).
3. Create a minimum of 250 jobs which pay at or above the minimum wage.
4. Achieve a 10:1 private-to-government match for County dollars expended.
5. Pay less than \$3,000 per job created.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Incubator/not-for-profit/other	\$240,000*	n/a	n/a	\$240,000	\$240,000
Businesses created	79	n/a	n/a	40	44
Businesses assisted	131	n/a	n/a	75	83
Job creation	99	n/a	n/a	67	74
Income generated from operations	n/a	n/a	n/a	\$19,940	\$21,000
Awards by designated areas: Coastal	\$160,000	n/a	n/a	\$160,000	\$160,000
Glades	\$80,000	n/a	n/a	\$80,000	\$80,000

* Excludes funding for Palm Beach County Business Incubator, Inc. due to contract termination in July 1999.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$77,642	\$79,476	\$94,225	\$109,921
Operating Expenses	15,176	13,788	10,538	21,562
Grants & Aids	340,450	1,525,711	462,550	1,610,687
Reserves	-	-	-	500,000
TOTAL	\$433,268	\$1,618,975	\$576,313	\$2,242,170
STAFFING				
Positions	1	1	1	1
Full Time Equivalents (FTEs)	1.00	1.00	1.00	1.00

Summary of Key Funding/Service Issues

Targeted Areas: Funds are targeted in the following areas: six Development Regions (five coastal and one Glades); the Enterprise Zone; the Riviera Beach-Port-West Palm Beach waterfront redevelopment area; and three Incubators serving dispersed/designated areas of the County: offices are in West Palm Beach, Delray Beach, and Belle Glade.

From Incubation to Self Sufficiency: Staff will continue to encourage grantees in the initial development stage to seek independent financing from community institutions.



Mission

To promote a discrimination free quality of life for Palm Beach County residents through educating and advocating a policy of nondiscrimination and enforcing federal, state, and local civil rights laws.

Summary of Services/Facilities

The Office of Equal Opportunity (OEO) serves residents countywide from its Governmental Center location.

OEO is responsible for conducting investigations into complaints of discrimination in the areas of employment and fair housing. Additionally, OEO provides human relations training, referral services, and is a federally recognized equivalent agency under the federal civil rights laws - Title VII

(employment) and Title VIII (fair housing). Through OEO, Palm Beach County residents have direct access to protection of civil rights under local, state, and federal laws.

The Office of Equal Opportunity consists of three programs: Equal Employment and Fair Housing, Handicap Accessibility, and the Human Relations Camp.

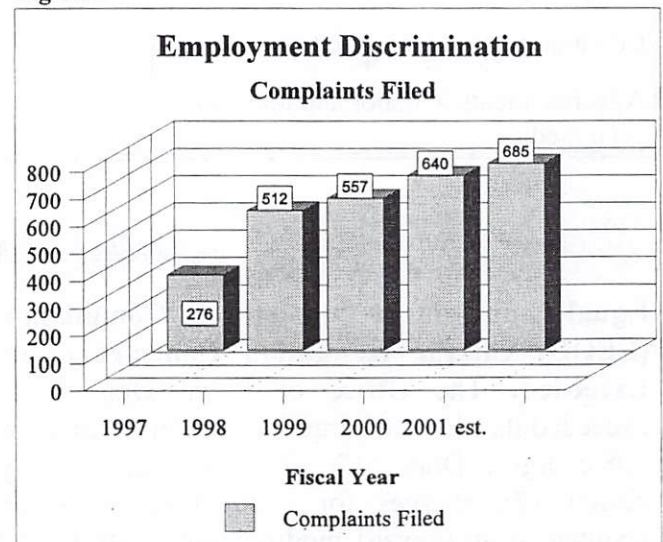
Trends and Issues

Complaint Filings Continue to Increase: As in prior years, the number of employment discrimination complaints filed continued to increase during FY 2000. The gradual increase in the number of complaints is consistent with OEO's projections.

Figure 1 illustrates the trend of steady increases in the filing of employment discrimination complaints. These numbers reflect the complaints filed since OEO's designation as a substantially equivalent federally recognized agency in Fiscal Year 1997.

Sharp Rise in Filing of Fair Housing Complaints: During Fiscal Year 1999, the number of fair housing complaints filed reached 97, or more than double the agency's projections. This trend continued in FY 2000 and it is forecast that the numbers will continue to rise in FY 2001. The greatest increase involves complaints alleging discrimination based on disability.

Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$57,000	\$64,000	-	-
Grants	100,000	51,000	\$147,300	\$209,800
Fines & Forfeitures	108,847	160,981	90,764	107,231
Other	(1,505)	261,394	347,261	410,409
TOTAL	\$264,342	\$537,375	\$585,325	\$727,440
APPROPRIATIONS				
Personal Services	\$564,678	\$640,041	\$590,285	\$667,788
Operating Expenses	139,130	218,463	154,679	199,557
Capital Outlay	7,472	-	1	7,490
Reserves	-	268,997	-	465,380
TOTAL	\$711,280	\$1,127,501	\$744,965	\$1,340,215
STAFFING				
Positions	12	12	12	12
Full Time Equivalents (FTEs)	12.00	12.00	12.00	12.00

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Temporary satellite offices maintained	1	n/a	n/a	2	2
Community outreach activities	7	n/a	n/a	6	6
Advertisements in major and minority print media	3	n/a	n/a	6	6

Significant Changes From Prior Year

Equal Employment Opportunity Commission (EEOC) Charge Resolution Contract Goals Exceeded: The Office of Equal Opportunity exceeded its EEOC Charge Resolution Contract of 108 charges. During FY 1999, OEO successfully closed 178 charges for contract credit which resulted in an upward modification of its EEOC contract. This increased production resulted in unanticipated revenue of \$35,000. OEO was one of only twenty agencies nationwide to receive an increase in funding.

The FY 2000 contract was awarded for 124 charge resolutions. Additionally, the EEOC awarded OEO additional funds for providing intake services. The total FY 2000 contract is in the amount of \$65,500. It is anticipated that the contract will be modified upwards based on performance in excess of the contract level.

Definition of Program and Services

To receive, process, investigate, seek to conciliate, and issue final determinations on complaints of employment discrimination, housing discrimination, or public accommodations discrimination, that are filed by residents of the County. Primary services include:

- ◆ provide intake, counseling, and referral services to persons who believe they have been discriminated against in either a job-related matter, a housing opportunity, or at a food or lodging establishment;
- ◆ provide workshops and training to employers regarding the various local, state, and federal laws concerned with equal employment and fair housing opportunities;
- ◆ investigate and issue final decisions on complaints/charges of discrimination; and
- ◆ serve as a referral agency to state and federal agencies when this Office lacks jurisdiction or enforcement authority.

Program Objectives for FY 2001

1. Successfully resolve a minimum of 100 equal employment complaints.
2. Complete the investigation of a minimum of 40 fair housing complaints.
3. Provide staff continuing professional development training related to investigations of employment and fair housing discrimination complaints.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Housing Investigations:					
Complaints filed	97	65 (avg.)	31	40	75
Complaints processed	72	38 (avg.)	31	40	75
Employment Investigations:					
Complaints filed	552	467 (avg.)	n/a	500	500
Complaints processed	446	389 (avg.)	n/a	500	500

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$57,000	\$64,000	-	-
Grants	100,000	51,000	\$147,300	\$209,800
Other	-	274,923	300,650	367,736
TOTAL	\$157,000	\$389,923	\$447,950	\$577,536
APPROPRIATIONS				
Personal Services	\$500,591	\$577,125	\$523,548	\$598,249
Operating Expenses	99,546	145,235	101,714	125,176
Capital Outlay	7,472	-	1	7,490
Reserves	-	257,688	-	459,396
TOTAL	\$607,609	\$980,048	\$625,263	\$1,190,311
STAFFING				
Full Time Equivalents (FTEs)	11.00	11.00	11.00	11.00

Summary of Key Funding/Service Issues

Charge Resolution Contract With the EEOC:

The OEO's charge resolution contract with the EEOC requires the processing and resolution of employment discrimination complaints filed under Title VII of the Civil Rights Act and the Age Discrimination in Employment Act. OEO receives payment at a rate of \$500 per charge. The total contract for FY 2001 is projected at \$71,500 (for 143 charge resolutions) plus \$1,000 for one OEO representative to attend the annual EEOC sponsored training conference and \$5,000 for intake services.

OEO Successfully Completes Third Year of HUD Capacity Building Agreement:

OEO concluded the third and final year of the Capacity Building Agreement between the County and HUD during FY 2000. The interim agreement, as approved by the Board of County Commissioners in FY 1997 provided that HUD would pay OEO a total

of \$100,000 per year as start-up funding for a period of three years. These funds were paid to assist OEO in developing a federally equivalent Fair Housing program including a complaint resolution program, staff training, and acquiring the necessary computer hardware and software.

During FY 2000, HUD reviewed OEO's three-year performance as a capacity building agency. Based upon HUD's review and approval of OEO's past performance, HUD awarded OEO its first contract as a Cooperative Agency. Pursuant to the federal regulations, HUD will reimburse the agency on a case-by-case basis for all future Fair Housing case closures. The current reimbursement rate is \$1,700 per accepted case closure. The initial contract is in the total amount of \$81,800, including funds for training, case processing, administrative costs, and education and outreach.

Definition of Program and Services

To coordinate and monitor the Handicap Accessibility Section Awareness Grant Program. Primary services include:

- ◆ promote and protect the rights of disabled persons through referrals, surveys, and responses to action center requests; and
- ◆ disseminate information to increase the awareness of physical, attitudinal, programmatic, and service barriers in Palm Beach County.

Program Objectives for FY 2001

1. Conduct site visits within 10 days of citizens' complaints.
2. Issue a written report within 5 days after each site visit.
3. Set up display booths at 8 public events to disseminate information to approximately 10,000 people.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
HAS grants to non-profit agencies	7	+14%	9	8	8
Citizen complaints handled	320	+216%	227	300	300
Accessibility site visits	15	n/a	n/a	50	50
ADA Training Workshops conducted	3	n/a	n/a	50	15
Events with display booth	11	n/a	n/a	8	8

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$108,847	\$160,981	\$90,764	\$107,231
Other	(1,505)	(62,063)	13,602	5,448
TOTAL	\$107,342	\$98,918	\$104,366	\$112,679
APPROPRIATIONS				
Personal Services	\$64,087	\$62,916	\$66,737	\$69,539
Operating Expenses	29,037	36,002	32,181	37,156
Reserves	-	-	-	5,984
TOTAL	\$93,124	\$98,918	\$98,918	\$112,679
STAFFING				
Full Time Equivalents (FTEs)	1.00	1.00	1.00	1.00

Summary of Key Funding/Service Issues

Handicap Parking Revenue Trend: During FY 2000, the Sheriff's Office addition of new personnel to its volunteer enforcement force resulted in an increase in revenue collections. The revenues collected during FY 2000 are now providing sufficient funds to support the administrative operations of the Handicap Accessibility Program.

If the present revenue collections continue during this fiscal year, the Handicapped Accessibility Program can continue to be funded by revenues collected from the enforcement of the disabled parking laws. Since the inception of the Handicapped Accessibility Program, no ad valorem dollars have been used to support this program.

Definition of Program and Services

To promote interracial and intercultural understanding among students attending Palm Beach County Schools. Primary services include:

- ♦ provide training in human relations, leadership and communication skills.

Program Objectives for FY 2001

1. Conduct six training sessions to increase interracial and intercultural understanding among Palm Beach County's diverse student population.
2. Obtain a rating of "good" or better by 90% of attendees.

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
HR camps held - high school	2	2 (avg.)	n/a	3	3
HR camps held - elem./middle school	5	3 (avg.)	n/a	6	6

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	-	\$48,534	\$33,009	\$37,225
TOTAL	-	\$48,534	\$33,009	\$37,225
APPROPRIATIONS				
Operating Expenses	\$10,547	\$37,225	\$20,784	\$37,225
Reserves	-	11,339	-	-
TOTAL	\$10,547	\$48,534	\$20,784	\$37,225

Summary of Key Funding/Service Issues

Friends of the Human Relations Camp: Local community leaders are developing a "Friends of the Human Relations Camp" organization to assist in fund raising activities.

Increasing Diversity of Campers: In recent years the number of students volunteering for the Human Relations camp program has not represented the real diversity of the student population. Increased efforts are being made to recruit a more culturally and ethnically diverse number of students. These efforts include meetings with high school principals in all areas of the County.

Fund Raising Luncheon: A second annual "Unity Luncheon" is being planned as a fundraiser for the Human Relations Camp program. The initial luncheon was cosponsored by the United Way and the Urban League of Palm Beach County. It is anticipated that the luncheon, along with continued support from the Community Foundation of Palm Beach and Martin Counties, will be the primary source of revenue for the Camp during FY 2001.

Mission

The mission of the Palm Beach County Small/Minority/Women Business Assistance Program is to assist small/minority businesses by serving as a clearinghouse for business information and referral services; by providing technical assistance and training opportunities through a network of business resource partners; by monitoring, reviewing and evaluating local conditions affecting small/minority businesses, and making recommendations to promote an environment which encourages the growth and development of small businesses in the procurement of goods and services for Palm Beach County government.

Summary of Services/Facilities

The Office of Small Business Assistance serves as an advocate for small businesses in Palm Beach County. It consists of both the M/WBE and Small Business Programs. The Small Business Program: (1) conducts needs assessment surveys; (2) gathers, inventories and catalogs information on resources available for the development of small businesses; (3) coordinates the County's agencies in order to provide easy access to all forms, license applications, regulatory guidelines, fee information, applicable examinations and/or information necessary to start a business in Palm Beach County;

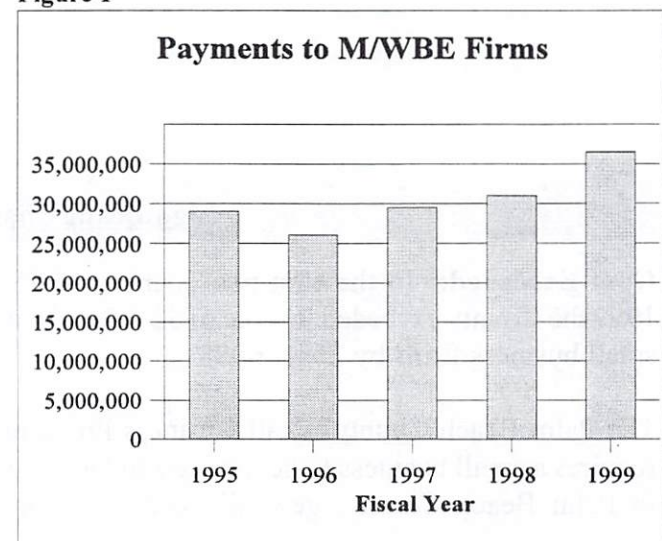
and (4) identifies and recommends ways to meet the needs and promote the development of small business in Palm Beach County.

The M/WBE Program: (1) recruits minority and women firms and make them aware of opportunities to bid on County contracts; (2) certifies M/WBE firms; and (3) verifies that M/WBE firms are utilized. Actual contract awards to M/WBE firms are tracked and reported in an annual report to Administration and the Board of County Commissioners.

Trends and Issues

Substantial M/WBE Participation in County Business: Figure 1 shows the annual expenditures for all procurement activities with minority and women owned firms since FY 1995. The dollar volume of M/WBE participation has substantially increased during the seven years the program has been in operation.

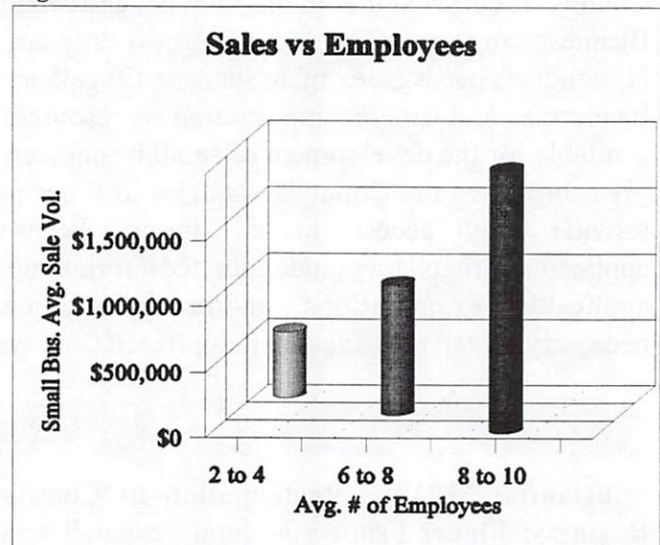
Figure 1



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$5,980	\$7,087	\$7,087	\$6,697
TOTAL	\$5,980	\$7,087	\$7,087	\$6,697
APPROPRIATIONS				
Personal Services	\$375,314	\$382,652	\$385,209	\$401,862
Operating Expenses	81,524	233,412	223,288	264,804
Capital Outlay	13,634	3,290	3,290	2,500
TOTAL	\$470,472	\$619,354	\$611,787	\$669,166
STAFFING:				
Full Time Equivalents (FTEs)	8.00	8.00	8.00	8.00

High Percentage of Employment Generated by PBC Small Businesses: Palm Beach County has 55,860 small businesses with a workforce of 501,499, which represents 97 % of employment in Palm Beach County. **Figure 2** shows that small businesses with average sales of \$1.8 million employ 1-9 employees. Small businesses served by this office have average sales of \$7.0 million over 3 years and employ 10 or fewer persons.

Figure 2



Significant Changes From Prior Year

Goal Exceeded: In the first two quarters of FY 1999 the County exceeded its goal of 32 referrals of small business firms by 265, or 928%.

The Palm Beach County Small Business Program requires a small business to be licensed and located in Palm Beach County, generally consist of not

more than ten employees, and have gross business receipts not exceeding an average of \$7 million over a three year period. Size standards are for the purpose of focusing limited program resources on typical small businesses based in Palm Beach County. However, these guidelines may be waived when it is in the best interest of Palm Beach County.

Definition of Program and Services

S/M/WBA clients are small/minority/women business owners seeking to do business with the County. Primary services include:

- ◆ operating as a clearinghouse of business information and referral services to small businesses.
- ◆ identifying and recruiting minority and women owned businesses;
- ◆ certifying firms as minority or women owned;
- ◆ identifying bid opportunities;
- ◆ establishing M/WBE participation goals, bids and projects;
- ◆ educating small business firms on how to bid and respond to requests for proposals;
- ◆ monitoring the utilization of M/WBE firms by the County; and
- ◆ reporting M/WBE participation levels to the Board of County Commissioners

Program Objectives for FY 2001

1. Make a minimum of 200 referrals for small business firms.
2. Register 40 small businesses as vendors with the PBC Purchasing Department.
3. Award 14.8% of construction contracts to M/WBE firms.
5. Expend 7.12% of procurement contract funds with M/WBE firms.
6. Expend 11.1% of professional service contract funds with M/WBE firms.
7. Distribute newsletters to 2,000 recipients quarterly.
8. Conduct a minimum of 18 M/WBE participation audits on professional service contracts.
9. Conduct a minimum of 18 M/WBE participation audits on construction contracts

PERFORMANCE MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Referrals	64	n/a	n/a	128	200
Register vendors	n/a	n/a	n/a	40	40
Value and % of M/WBE awards for construction projects	\$109.74 m 20.33 %	n/a n/a	n/a n/a	\$14.78m 14.80%	\$14.78m 14.80%
Value and % of M/WBE awards for procurement contracts	\$78.12 m 9.52%	n/a n/a	n/a n/a	\$5.39m 7.12%	\$5.39m 7.12%
Value and % of M/WBE awards for professional service contracts	\$67.56 m 10.06%	n/a n/a	n/a n/a	\$4.69m 11.10%	\$4.69m 11.10%
Newsletter recipients	8,000	n/a	n/a	8,000	8,000
Professional service audits	3	n/a	n/a	8	18
Construction audits	10	n/a	n/a	18	18

Summary of Key Funding/Service Issues

Ordinance to Sunset in FY 2002: The M/WBE Ordinance of the County Code Section 2-80.13 states that the M/WBE Program shall sunset on September 30, 2002. It is anticipated that approximately \$20,000 is needed to hire outside consultants who will review all of the successes and failures of the M/WBE program and make a determination as to the need for a continuing M/WBE program.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$128,482	\$137,006	\$133,162	\$138,949
TOTAL	\$128,482	\$137,006	\$133,162	\$138,949
APPROPRIATIONS				
Personal Services	\$103,267	\$106,475	\$102,891	\$109,925
Operating Expenses	25,215	28,237	27,977	29,024
Capital Outlay	-	2,294	2,294	-
TOTAL	\$128,482	\$137,006	\$133,162	\$138,949
STAFFING				
Full Time Equivalents (FTEs)	2.00	2.00	2.00	2.00

The Housing Finance Authority assists individuals in home ownership through the sale of tax free revenue bonds and makes low interest mortgage monies available for single-family projects situated in Palm Beach County.

Palm Beach County is reimbursed by the Housing Finance Authority for all expenditures related to the program.



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$68,087	\$70,000	\$69,171	\$475,000
Fines & Forfeitures	221,585	220,000	220,000	220,000
Other	6,613	1,150,235	1,215,402	1,367,833
TOTAL	\$296,285	\$1,440,235	\$1,504,573	\$2,062,833
APPROPRIATIONS				
Personal Services	\$128,872	\$195,000	\$145,000	\$196,000
Operating Expenses	12,424,297	14,199,673	13,312,054	16,030,909
Capital Outlay	-	1,000	1,000	1,000
Grants and Aids	36,786	52,519	30,439	52,519
Transfers	15,487	190,000	153,934	192,985
Reserves	-	51,718,563	2,000,000	54,816,446
Charge-Offs	(12,081,812)	(11,559,214)	(11,559,214)	(11,987,736)
TOTAL	\$523,630	\$54,797,541	\$4,083,213	\$59,302,123

Included in this category are County operating expenditures not assigned to specific departments. These include:

- General Government Expenses
- Non-Departmental Specific Reserves
- Redevelopment Agencies
- Drug Abuse Trust Fund
- Pollution Recovery Trust Fund
- Value Adjustment Board
- Ag Reserve Management Fees
- Other Non-Departmental Expenses

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Personal Services	\$71,342	\$125,000	\$75,000	\$125,000
Operating Expenses	7,705,884	8,307,487	7,659,139	9,323,239
Capital Outlay	-	1,000	1,000	1,000
Charge-Offs	(12,081,812)	(11,559,214)	(11,559,214)	(11,987,736)
TOTAL	(\$4,304,586)	(\$3,125,727)	(\$3,824,075)	(\$2,538,497)

This budget provides for certain administrative expenses of the County. Costs for FY 2001 in the budget are as follows:

Waste Disposal	\$ 401,310
Information System Services (ISS)-Enterprise	3,847,357
Unemployment Compensation	125,000
Collection Agency Fees	254,500
Audit Services	520,000
Utilities/Electric	2,473,500
Utilities/Water	330,750
Property Assessments	115,000
Filing Fees	100,000
Repair/Maintain Data Processing Equipment/Systems	287,250
Advertising	70,000
Treasure Coast Planning Council	343,925
Moving Expense - County Property	100,000
Other Contractual Services	180,000
Promotional Activities	100,000
Other	200,647
Charge-Offs	(11,987,736)
Total	<u>(\$ 2,538,497)</u>

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Reserves	-	\$50,493,802	\$2,000,000	\$53,122,497
TOTAL	-	\$50,493,802	\$2,000,000	\$53,122,497

Included in this category are various operating reserves that are not related to any specific department. Following is a listing of these reserves and the amounts budgeted for FY 2001.

	<u>FY 2000 Budget</u>	<u>FY 2001 Budget</u>
General Fund -		
Reserve for Contingency	\$ 6,000,000	\$ 6,000,000
Reserve for Disaster Funds	200,000	200,000
Reserve for Balance Brought Forward	41,262,347	44,423,455
Reserve for Insurance Claims	100,000	100,000
Reserve for New Projects	130,000	130,000
Pollution Recovery Trust Fund	969,630	1,094,940
Bond Waiver Fund	256,008	289,119
Intergovernmental Radio Communication Fund	<u>1,575,817</u>	<u>884,983</u>
Total	<u>\$50,493,802</u>	<u>\$53,122,497</u>

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Operating Expenses	\$3,085,005	\$3,865,061	\$3,884,062	\$4,553,515
TOTAL	\$3,085,005	\$3,865,061	\$3,884,062	\$4,553,515

Upon adoption of a Community Redevelopment Plan, pursuant to chapter 163.387, Florida Statutes, the real property assessment level within the boundaries of the district is frozen for all taxing entities except the School Board, Health Care Taxing District, and Children's Services Council. Beginning with the next tax year, all taxing entities within the boundaries are required to appropriate an amount equal to the difference between taxes generated upon the total assessed value and the taxes on the frozen "Base Year" assessed value. Funds are to be used by the agency for community redevelopment.

The following amounts are budgeted for FY 2001:

Boca Raton Redevelopment Agency	\$1,243,782
Boynton Beach Redevelopment Agency	193,684
Delray Beach Redevelopment Agency	860,706
Riviera Beach Redevelopment Agency	106,284
West Palm Beach Redevelopment Agency	1,585,368
Westgate/Belvedere Homes Redevelopment Agency	336,803
Lake Worth Redevelopment Agency	89,248
Lake Park Redevelopment Agency	17,458
Northwood/Pleasant City Redevelopment Agency	<u>120,182</u>
Total	<u>\$4,553,515</u>

In addition to the above amount paid from the General Fund, Fire-Rescue has budgeted \$220,000 for the Westgate/Belvedere Homes Redevelopment Agency.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$209,041	\$120,000	\$120,000	\$120,000
Other	6,563	315,131	404,988	411,994
TOTAL	\$215,604	\$435,131	\$524,988	\$531,994
APPROPRIATIONS				
Grants and Aids	\$19,633	-	-	-
Transfers	747	\$180,000	\$127,994	\$182,985
Reserves	-	255,131	-	349,009
TOTAL	\$20,380	\$435,131	\$127,994	\$531,994

For any fine imposed by law for any criminal offense, Florida Statutes Chapter 893.16 authorizes the courts to impose an additional fine in an amount up to the fine authorized for the offense. This additional fine is required to be used for the purpose of providing assistance grants to drug abuse treatment or education programs.

The Palm Beach County Drug Abuse Trust Fund was established on March 7, 1989 by resolution R-89-404 for the purpose of receiving these fines and disbursing assistance grants. Administrative responsibility for the fund was transferred to the Criminal Justice Commission on March 3, 1992.

Since May 4, 1993, the Board of County Commissioners has been committed to use these funds toward the treatment component of the Civil Drug Court and criminal pretrial intervention programs.

Through the Criminal Justice Commission, the State Attorney has committed to assessing \$50 for misdemeanors and \$100 for felonies in plea agreements, which will be split between the Cost of Prosecution and the Drug Trust Funds.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$12,544	\$100,000	\$100,000	\$100,000
Other	50	835,104	810,414	955,839
TOTAL	\$12,594	\$935,104	\$910,414	\$1,055,839
APPROPRIATIONS				
Reserves	-	\$969,630	-	\$1,094,940
TOTAL	-	\$969,630	-	\$1,094,940

The Pollution Recovery Trust Fund was created to collect fines and penalties levied for violations of environmental laws. Appropriations from this fund are designated for the enhancement of the environmental resources and pollution control activities of Palm Beach County and not for general operations and maintenance.

Projects may be proposed by either the Department of Environmental Resources or the Palm Beach County Public Health Department. Disbursement from the fund is by concurrence of both departments and authorized by resolution of the Board of County Commissioners.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$68,087	\$70,000	\$69,171	\$75,000
TOTAL	\$68,087	\$70,000	\$69,171	\$75,000
APPROPRIATIONS				
Personal Services	\$57,530	\$70,000	\$70,000	\$71,000
Operating Expenses	70,534	91,125	68,880	94,635
TOTAL	\$128,064	\$161,125	\$138,880	\$165,635

The Value Adjustment Board is a quasi-judicial body composed of the County Commission and School Board. The Value Adjustment Board hears appeals from property owners concerning the valuation (for tax purposes) of their property. They may appoint Special Masters to hear petitions in their behalf and then review and approve these decisions. Funding is prorated at 60% from the County and 40% from the School Board. Partial expenses are covered by a Filing Fee of \$15.00 per petition, less a refund to those who prevail.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	-	-	-	\$400,000
TOTAL	-	-	-	\$400,000
APPROPRIATIONS				
Operating Expenses	-	-	-	\$150,000
Reserves	-	-	-	250,000
TOTAL	-	-	-	\$400,000

Proceeds from the Conservation Lands Bond Referendum, approved March 1999, are being used to purchase land in the Ag Reserve which will be leased out for agricultural purposes. The Palm Beach Soil and Water Conservation District is managing this property. Lease fees generated will be used to cover management costs, implement agricultural enhancement programs, purchase additional property, and meet other needs as may be identified.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Operating Expenses	\$1,561,874	\$1,936,000	\$1,699,973	\$1,909,520
Grants and Aids	17,153	52,519	30,439	52,519
Transfers	14,740	10,000	10,000	10,000
TOTAL	\$1,593,767	\$1,998,519	\$1,740,412	\$1,972,039

Included in this category are various non-departmental operating appropriations made during the past two years and/or to be made in FY 2001. Following is a listing of these operations and, where applicable, the budgeted appropriations for FY 2001.

County Fire Control	\$16,153
Handicapped Parking Enforcement Administration	10,000
Collection Services	7,000
Other Court Costs	1,732,500
Information System Implementation	170,020
Mae Volen Center Impact Fees	11,366
Community Consensus Building Events	<u>25,000</u>
Total	<u>\$1,972,039</u>



FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$23,596,363	\$24,278,493	\$24,171,074	\$25,226,261
TOTAL	\$23,596,363	\$24,278,493	\$24,171,074	\$25,226,261

Included in this category are amounts budgeted for the following non-departmental boards and agencies:

- Financially Assisted Agencies
- County Sponsored Programs
- Health Care District
- Public Health Department
- Other Programs

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$5,783,965	\$6,303,538	\$6,274,152	\$7,136,045
TOTAL	\$5,783,965	\$6,303,538	\$6,274,152	\$7,136,045

Palm Beach County, through its various departments and divisions, provides a wide variety of human support services. However, the County recognizes it cannot provide all of the services desired by its citizens and must rely on other community based not-for-profit agencies to maintain a well developed and comprehensive human service delivery system.

In order to meet the considerable demand for human, social and cultural services, the County has entered into formal agreements with many community service providers. These agreements outline the services to be provided by the agency and the financial support allocated to these efforts by the Board of County Commissioners.

In this manner, Palm Beach County can strengthen the existing social service delivery system by integrating its public tax revenues with other sources of income. This infusion of County tax dollars to many human/social service agencies also enables the citizens of the County to have access to more services than could be provided directly by the Board of County Commissioners.

The allocation of financial assistance is based on the availability of funds and agencies requesting funding are prioritized as noted below. Agencies must meet County funding eligibility criteria.

Priority Group I - Direct consumer services provided by an agency that has requested financial assistance to meet Federal/State local match requirements, and for which the County has a legal obligation to participate with the agency in the acquisition of the match.

Priority Group II - Direct consumer services provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has no legal obligation to provide funds for operations, or participate in the acquisition of local match, but finds it in the best interest of its citizens to consider an allocation of financial support.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$402,892	\$562,000	\$591,386	\$637,386
TOTAL	\$402,892	\$562,000	\$591,386	\$637,386

Included in this category are various Boards and Agencies to which the County has elected to be the program sponsor and provides funding for specific activities within the program. Program funding includes:

- **School Board of Palm Beach County - Title XX Day Care Match** \$200,000
 Local match for state and federal funds that are distributed to child day care centers throughout the County that provide day care for children of low income families.
- **Mae Volen Senior Center** \$ 200,000
 Provides community care and transportation programs, adult education classes, and other supportive services to improve the quality of life and prevent the premature institutionalization of senior citizens residing south of Hypoluxo Road.
- **Health & Human Services Planning Association, Inc.** \$ 5,428
 Maintains a funding and planning database of all service providers within the County, provides technical assistance to increase funding, and provides support for community efforts to address health and human service issues.
- **HIV Prevention Plan** \$103,000
 Provides in-depth comprehensive counseling for recalcitrant HIV positive clients tested by the Palm Beach County Public Health Unit and necessary punitive actions for repeat offenders.
- **Drowning Prevention Coalition** \$ 50,000
 Provides training, education, information, and analysis related to drowning prevention through the American Red Cross, including a referral network of safety related products and services accessible to individuals at the neighborhood level.
- **Crisis Line Information and Referral Services, Inc.** \$ 78,958
 Provides information and referral, telephone counseling, and crisis intervention to more than 30,000 callers in Palm Beach County annually. The service is available 24 hours per day in 140 languages including Spanish and Creole, and is toll free to callers throughout the County.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000
TOTAL	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000

Funding to the Health Care Taxing District is provided to manage the County Home and Health Care Facility and to contribute toward Medicaid Match requirements.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$1,569,767	\$1,612,805	\$1,530,411	\$1,577,705
TOTAL	\$1,569,767	\$1,612,805	\$1,530,411	\$1,577,705

Funding is provided the Palm Beach County Public Health Department for environmental services and the County's Right-To-Know Law regarding toxic substances.

Environmental services include inspection and licensing in the following program areas:

- Water Services - Public Swimming and Bathing Facilities, Public Drinking Systems, and Private Water Wells
- Sewage & Waste Services - Private Septic Tanks, Sewage Treatment Plants, Landfills, and Biomedical Waste Handling
- Community Hygiene - Occupational Health, Lead Monitoring, Sanitary Nuisances, Tanning Facilities, Air Pollution, Radon Testing, and Illegal or Accidental Hazardous Spill Investigations
- Facilities - Group Care, Migrant Labor Camps and Migrant Residential Housing, Adult Entertainment Establishments, Mobile Home Parks, and Recreational Vehicle Parks
- Vector Control - Rabies Surveillance and Control Services, Mosquito/Encephalitis Monitoring, and Rodent and Arthropod Investigations
- Food Hygiene - Food Service Inspections

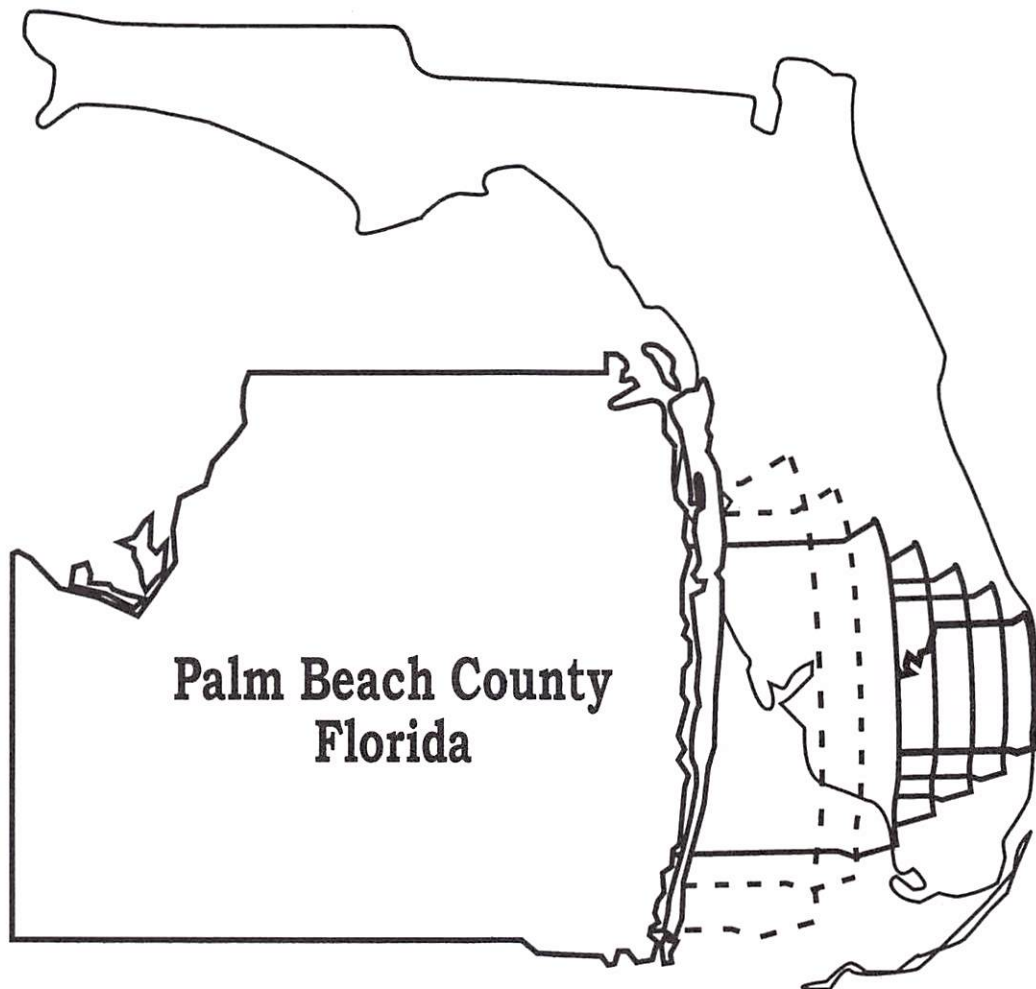
Right-to-Know services include providing public awareness regarding toxic substances and informing County residents about the potential health hazards from exposure to these substances.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Grants and Aids	\$839,739	\$800,150	\$775,125	\$875,125
TOTAL	\$839,739	\$800,150	\$775,125	\$875,125

Included in this category are various Boards and Agencies to which the County has provided funding during the past two years and/or will provide funding in FY 2001. Following is a listing of these Agencies and the amount of support budgeted for FY 2001.

PBC Development Board	\$875,000
Municipal League	<u>125</u>
Total	<u>\$875,125</u>

Constitutional Officers



Constitutional Officers

Clerk

Judicial

Fifteenth Judicial Circuit Court

Public Defender

State Attorney

Property
Appraiser

Sheriff

Supervisor of
Elections

Tax Collector

4,043 Positions

Continuation of Officers

These Officers are
from the
State of

1. []

2. []

3. []

4. []

5. []

6. []

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,033,895	\$3,860,000	\$3,872,439	\$4,010,000
Fines & Forfeitures	85,515	-	(1,000)	-
Other	4,090,302	1,500,000	1,500,000	1,500,000
TOTAL	\$8,209,712	\$5,360,000	\$5,371,439	\$5,510,000
APPROPRIATIONS				
Transfers	\$26,411,179	\$28,040,738	\$27,740,359	\$29,222,661
TOTAL	\$26,411,179	\$28,040,738	\$27,740,359	\$29,222,661
STAFFING				
Positions	386	391	391	394
Full Time Equivalents (FTEs)	386.00	391.00	391.00	394.00

Description

The Clerk of the Circuit Court serves as Clerk of the Courts and Clerk to the Board of County Commissioners, Auditor, Recorder, and Custodian of all County funds.

The Clerk, as Clerk of the Circuit Court, serves the court in a ministerial capacity, keeps the court's records and seal, issues process, enters judgements and orders, issues certified copies from the records, and performs other similar duties. The Clerk also provides non-judicial services such as marriage licenses and passport application processing.

The Clerk, as Clerk to the Board of County Commissioners, Auditor, Recorder, and Custodian of all County funds, pre-audits disbursements of County funds to provide reasonable assurance that County procedures are met, that the approved budget is not overspent, and that the expenditure is for a legal purpose.

To fulfill the role of Custodian and Treasurer of County funds, the Clerk, through the Finance Division, receives, deposits, and accounts for all monies, and invests surpluses in accordance with the County Commission's Investment Ordinance. The Board's Comprehensive Annual Financial

Report (CAFR) is prepared by the Finance Division in accordance with Florida Statutes and generally accepted accounting principles. The Finance Division also provides support and training to County Departments in the use of the Local Government Financial System (LGFS) and the reports produced by the system.

The budget of the Clerk is divided into two distinct parts, the "County-supported" side and the "fee-supported" side. On the County-supported side, the Board of County Commissioners is responsible for directly funding the operating expenses of the County Court, the Finance Department, a pro-rata share of the Clerk's Administrative Support functions, and other expenses as required by law. On the fee-supported side, the Clerk collects fees for services allowable by Florida Statutes. These fees are used primarily to support the operations of the Circuit Court.

For FY 2001, the County-supported side of the Clerk's budget totals \$29,222,661 and will provide funding for 394 positions. The fee-supported side totals \$16,000,000. Only the County-supported portion of the budget is presented in the Budget Document.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Transfers	\$9,027,714	\$11,114,939	\$10,896,460	\$11,459,651
TOTAL	\$9,027,714	\$11,114,939	\$10,896,460	\$11,459,651
STAFFING				
Full Time Equivalents (FTEs)	267.00	272.00	272.00	275.00

WORKLOAD MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Pleadings filed:					
Circuit Civil	567,580	n/a	n/a	593,464	630,000
Probate	101,868	n/a	n/a	120,678	120,000
West County Branch	52,624	n/a	n/a	59,964	58,000
New cases:					
County Civil	21,008	n/a	n/a	17,798	15,000
Domestic Violence/Repeat Violence	2,236	n/a	n/a	2,101	2,400
Family	290,420	n/a	n/a	272,678	300,000
Juvenile	5,304	n/a	n/a	5,296	5,500
South County Civil	11,960	n/a	n/a	10,468	15,000
Court hearings:					
Circuit Criminal	34,632	n/a	n/a	42,452	45,000
County Criminal	175,812	n/a	n/a	168,735	180,000
Mental health petitions filed	22,204	n/a	n/a	23,521	24,000
North County Branch customers	57,928	n/a	n/a	77,709	80,000
South County criminal transactions	163,748	n/a	n/a	164,125	170,000
Evidence exhibits	23,269	n/a	n/a	24,705	25,000
Recording - recorded documents	515,058	n/a	n/a	521,078	550,000
Records service - documents/files	136,084	n/a	n/a	100,197	120,000

Description

The Clerk of the Courts provides support services for the courts system of the 15th Judicial Circuit. These services are organized under thirteen divisions: Circuit Court Criminal, County Court Criminal, Juvenile, Circuit Court Civil, County Court Civil, Domestic Violence/Repeat Violence, Family, Probate/Guardianship/Mental Health, four branch locations, and one satellite location.

The Criminal Division of the Circuit Court processes and manages felony cases filed as a result of an arrest, information filed by the State Attorney, or Grand Jury indictment.

The County Court Criminal Division processes and maintains transactions for parking tickets, traffic infractions, traffic crimes, County and municipal

ordinances, and misdemeanors. Court costs are collected and distributed to the County and fines are collected and distributed to municipalities, the County, and the State.

The County Court Civil Division has jurisdiction of claims up to and including \$15,000, and operates under two distinct rules of procedure - Small Claims and Civil Rules.

Records and evidence pertaining to court cases are maintained by the Clerk of the Court. Courtroom clerks attend court sessions to record arraignment, hearing, and trial action. Case progress is recorded in an automated system and notices, warrants, and capias are issued by this Office.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
APPROPRIATIONS				
Transfers	\$5,001,263	\$4,951,855	\$4,951,855	\$5,196,040
TOTAL	\$5,001,263	\$4,951,855	\$4,951,855	\$5,196,040
STAFFING				
Full Time Equivalents (FTEs)	100.00	100.00	100.00	100.00

WORKLOAD MEASURES	FY 1999 Actual	5 Year Trend	Benchmark Comparison	FY 2000 Budget	FY 2001 Target
Wire transfers processed	534	n/a	n/a	600	600
Investment transactions	1,741	n/a	n/a	1,800	1,882
Invoices processed	190,700	n/a	n/a	192,600	192,500
Negotiable items processed	23,569	n/a	n/a	23,000	23,700
Staffed meetings	68	n/a	n/a	92	70
Pages of meeting documents	125,000	n/a	n/a	150,000	150,000
Payroll checks issued	148,000	n/a	n/a	141,200	145,000

Description

Reporting to the Clerk of the Circuit Court, the County's Finance Department serves as Clerk of the Board, County Treasurer, and Accountant. The Finance Department records and accounts for the County's funds, pre-audits and issues disbursements, maintains the central financial information system,

produces and publishes daily financial information, and prepares the Comprehensive Annual Financial Report (CAFR). The official records and minutes of the Board are in the custody of the Clerk and are maintained by the Minutes Section.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$4,033,895	\$3,860,000	\$3,872,439	\$4,010,000
Fines & Forfeitures	85,515	-	(1,000)	-
Other	4,090,302	1,500,000	1,500,000	1,500,000
TOTAL	\$8,209,712	\$5,360,000	\$5,371,439	\$5,510,000
APPROPRIATIONS				
Transfers	\$12,382,202	\$11,973,944	\$11,892,044	\$12,566,970
TOTAL	\$12,382,202	\$11,973,944	\$11,892,044	\$12,566,970
STAFFING				
Full Time Equivalents (FTEs)	19.00	19.00	19.00	19.00

Description

The Clerk's Administrative Support Division includes Administration, Accounting, Human Resources, Mail Room, and Automation Services. These units provide for the administrative function of the Clerk's Office, staff recruitment and assessment, training, benefits, administration, facilities planning, systems analysis and design, legal counsel, and fiduciary services to all the Clerk's divisions. This budget also provides for the

microfilming and public viewing of the official records.

Additionally, this budget also includes the pro-rata share of administrative personnel costs for the functions funded by the Board of County Commissioners, certain data processing costs, operating expenses, and capital outlay items.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$27,361	\$24,000	\$24,000	\$24,000
Grants	1,060,553	1,394,701	1,509,319	1,167,155
User Fees/Charges	1,326,638	1,214,918	1,214,355	1,249,777
Fines & Forfeitures	921,509	945,000	857,000	901,000
Inter-Departmental Charges	111,723	111,834	91,744	100,000
Other	446,802	448,173	511,421	698,357
TOTAL	\$3,894,586	\$4,138,626	\$4,207,839	\$4,140,289
APPROPRIATIONS				
Personal Services	\$5,261,500	\$6,567,944	\$6,155,686	\$6,961,931
Operating Expenses	10,818,862	10,876,518	10,612,706	10,935,886
Capital Outlay	558,672	556,851	542,933	554,742
Debt Service	48,928	23,295	23,295	-
Grants and Aids	430,500	370,500	361,862	430,500
Reserves	-	32,711	42,152	25,975
TOTAL	\$17,118,462	\$18,427,819	\$17,738,634	\$18,909,034
STAFFING				
Positions	138	145	146	154
Full Time Equivalents (FTEs)	138.00	139.90	139.90	146.90

Description

Palm Beach County is served by the Fifteenth Judicial Circuit of Florida under the direction of the Chief Judge and Court Administrator. It is one of twenty judicial circuits in the State. The circuit is comprised of two levels of court: Circuit Court and County Court.

Each of the twenty judicial circuits in Florida has a Court Administrator and support staff to assist the Chief Judge/Judges in administrative functions including personnel, finance, court support programs, technology, security, jury, and intergovernmental relations.

Circuit Court has jurisdiction over civil cases with a value in excess of \$15,000, felonies, juvenile, probate, and County Court appeals. A total of 31 judges preside in the Circuit Court.

County Court has jurisdiction over civil cases with a value under \$15,000, misdemeanors, and traffic cases. A total of 18 judges preside in County Court.

The Public Defender's Office provides criminal defense at trial and appellate levels involving juvenile, misdemeanor, felony, and capital felony offenses for persons who have been determined indigent by the courts as prescribed in Florida Statute 27.52.

The State Attorney serves the 15th Judicial Circuit as the chief prosecuting officer for all criminal cases. In addition, the State Attorney's Office handles all bond issues, juvenile matters, child support enforcement, and convenes the Grand Jury.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$27,361	\$24,000	\$24,000	\$24,000
Grants	1,060,553	1,394,701	1,509,319	1,167,155
User Fees/Charges	1,326,159	1,214,918	1,214,355	1,249,777
Inter-Departmental Charges	111,723	111,834	91,744	100,000
Other	238,618	208,173	271,421	298,357
TOTAL	\$2,764,414	\$2,953,626	\$3,110,839	\$2,839,289
APPROPRIATIONS				
Personal Services	\$5,261,500	\$6,567,944	\$6,155,686	\$6,961,931
Operating Expenses	8,299,994	8,246,759	7,969,729	8,268,399
Capital Outlay	355,848	315,687	314,987	294,540
Grants and Aids	130,500	130,500	121,862	130,500
Reserves	-	32,711	42,152	25,975
TOTAL	\$14,047,842	\$15,293,601	\$14,604,416	\$15,681,345
STAFFING				
Positions	138	145	146	154
Full Time Equivalents (FTEs)	138.00	139.90	139.90	146.90

Description

The Fifteenth Judicial Circuit encompasses the entire geographic area of Palm Beach County and operates out of the main courthouse in downtown West Palm Beach, with annexes in north and south county, Belle Glade, and the Criminal Justice Complex on Gun Club Road. It operates under the direction of the Chief Judge and Court Administrator pursuant to the State Constitution and Florida Rules of Court, specifically Rule 2.010 and 2.050. Palm Beach County provides funding for the circuit's facilities, some personnel services, and operating expenses as mandated by Florida Statute 43.28.

The Fifteenth Judicial Circuit Court is comprised of five Circuit Court Divisions and two County Court Divisions pursuant to Local Rule #1, 1994. The Circuit Court Divisions are general jurisdiction courts with 31 presiding Circuit judges. The County Court Divisions are courts of limited jurisdiction

with 18 presiding County judges. The number of judges in both divisions is determined by the population of the judicial circuit and certified by the Supreme Court.

The Fifteenth Judicial Circuit consists of five distinct court program areas: Trial Court Administration, Probate, Civil, Family, and Criminal. Trial Court Administration oversees all judicial and non-judicial matters arising within the Circuit Court. Probate Court governs procedures in guardianship and all probate matters. Civil Court handles all actions of a civil nature and is governed by the Florida Rules of Civil Procedure. Family Court oversees the adjudication of all domestic matters including divorce, child custody, support, and visitation as well as juvenile dependency and delinquency. Criminal Court presides over all misdemeanor and felony cases.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$211,228	\$240,000	\$240,000	\$400,000
TOTAL	\$211,228	\$240,000	\$240,000	\$400,000
APPROPRIATIONS				
Operating Expenses	\$1,356,773	\$1,363,211	\$1,363,213	\$1,348,184
Capital Outlay	129,123	125,002	125,000	125,002
Grants and Aids	300,000	240,000	240,000	300,000
TOTAL	\$1,785,896	\$1,728,213	\$1,728,213	\$1,773,186

Description

The Criminal Justice System is dependent upon the quality of legal services provided by the Public Defender to all indigents charged with criminal offenses. The Office of the Public Defender serves the court complexes in Belle Glade, Delray Beach, Palm Beach Gardens, downtown West Palm Beach,

and the Gun Club Road Complex in West Palm Beach. In addition, this Office is assigned to handle all Public Defender appeals in the Fourth District Court of Appeals, which is comprised of Broward, Indian River, Martin, Okeechobee, St. Lucie, and Palm Beach Counties.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$479	-	-	-
TOTAL	\$479	-	-	-
APPROPRIATIONS				
Operating Expenses	\$1,162,095	\$1,266,548	\$1,279,764	\$1,319,303
Capital Outlay	73,701	116,162	102,946	135,200
Debt Service	48,928	23,295	23,295	-
TOTAL	\$1,284,724	\$1,406,005	\$1,406,005	\$1,454,503

Description

The State Attorney serves the 15th Judicial Circuit. The primary mission of the State Attorney is to appear in Circuit and County courts within the Fifteenth Judicial Circuit and prosecute or defend all suits, applications, or motions, civil or criminal, in which the State is a party.

Whenever required by the Grand Jury, the State Attorney examines witnesses in their presence and gives legal advice in any matter before them. In addition, the State Attorney summons all witnesses required on behalf of the State to testify as to any violations of the criminal law.

The State Attorney assists the Attorney General with preparing and presenting all appeals to the Supreme Court covering their respective districts, and represents the State in all cases of habeas corpus or capital offenses arising in the circuit. When assigned by the Governor, the State Attorney may be required to assist another State Attorney in a different jurisdiction. The State Attorney also directs and controls special investigators in matters of organized crime and violations of state, county or city laws.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Fines & Forfeitures	\$921,509	\$945,000	\$857,000	\$901,000
Other	(3,044)	-	-	-
TOTAL	\$918,465	\$945,000	\$857,000	\$901,000

Description

The local Criminal Justice Trust Fund (CJTF) is established by Florida Statute 27.3455. Revenue is provided from assessed costs of \$200 for felony cases and \$50 for misdemeanor and criminal traffic cases. The cost is imposed when a person pleads guilty or nolo contendere to, or is found guilty of a felony, misdemeanor, or criminal traffic offense. The Clerk of the Circuit and County Courts acts as the collection agent. The collected funds are remitted each month to the County. The Criminal Justice Trust Fund is used for allowable expenses of

the State Attorney under Florida Statute 27.34(2) and the Public Defender under Florida Statute 27.54(3). Any funds remaining after disbursement for authorized State Attorney and Public Defender expenses may be used for Medical Examiner services and County victim witness programs.

Projected Criminal Justice Trust Fund revenues are expected to reimburse approximately 28% of the County's costs associated with the State Attorney and Public Defender offices for FY 2001.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Excess Fees - Property Appraiser	\$1,814,431	\$800,000	\$800,000	\$1,000,000
TOTAL	\$1,814,431	\$800,000	\$800,000	\$1,000,000
APPROPRIATIONS				
Operating Expenses	\$13,571,407	\$13,946,566	\$13,946,566	\$14,222,945
TOTAL	\$13,571,407	\$13,946,566	\$13,946,566	\$14,222,945
STAFFING				
Positions	239	244	244	247
Full Time Equivalents (FTEs)	239.00	239.00	239.00	244.00

Description

The Property Appraiser, an elected constitutional officer, is charged with the responsibility of:

- Determining the value of Real and Tangible Personal Property within the County.
- Maintaining certain records connected therewith, and
- Determining the tax on taxable property after taxes have been levied by the various taxing authorities. This valuation is the tax base for ad valorem funds to support the function of County government, the School Board, municipalities, and various other ad valorem districts.

The Property Appraiser also assists various non ad valorem districts with the inclusion of their assessments on the tax notices.

The Property Appraiser administers various types of exemptions including homestead, disability, widow/widower, historic property, and economic exemptions. The Property Appraiser also maintains the base map information for various geoprocessing applications used by the Appraiser's office and the County.

With increasing growth in Palm Beach County and requests for information, the services of the Property Appraiser's office are expanding rapidly. Services

available from the main office in the Governmental Center and the four branch offices include the sale of ownership maps, aerial photographs, copies of property record cards, computer tapes of various records, and copies of records filmed by the Office's Micrographics Department. The Office also processes ownership information for variances and maintains an Internet site with current appraisal and tax information available to the public around the clock.

The continuing demand for increased services is affected by the mandate of the Florida Statutes which change every year. Other actions by local taxing authorities and private real estate transactions require the constant updating of assessment, real estate, exemption, ownership, mapping, and other files.

New construction which is deemed substantially complete as of January 1 of each year is assessed and added to the tax roll annually. All other property is assessed annually with the existing inventory of improvements physically reinspected within a three-year cycle.

Review of the budget of the Property Appraiser resides with the Florida Department of Revenue, which assures that sufficient funding is provided to

meet the requirements of the Statutes. Funding for services provided to the various taxing authorities is allocated to the County, which is required to fund the cost for the School Board and the various municipalities, and other ad valorem taxing authorities based on the taxes levied.

Additional funds remaining after all expenses have been paid (excess fees) are returned, pro rata, at the end of the fiscal year to the taxing authorities that provided funding.

The budget presented herein represents the pro rata share of the Property Appraiser's charges paid by the County, excluding dependent districts.

Pro rata shares paid by the Library District and the Fire Districts are included in those Departments' operating budgets and are therefore not reflected in the totals shown above. For FY 2001, the total amount of Property Appraiser Commissions that will be paid by the County (including Library District and Fire District Commissions) is estimated to be \$15,304,756.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$4,212	\$14,000	\$12,000	\$12,000
Grants	1,808,523	\$1,056,185	1,056,185	1,090,569
User Fees/Charges	15,096,120	16,167,723	16,667,015	18,718,600
Fines & Forfeitures	493,116	604,843	351,500	351,000
Inter-Departmental Charges	-	123,134	123,134	116,412
Other	4,954,578	8,295,586	10,640,210	9,754,990
Interfund Transfers	1,002,535	240,143	577,643	246,050
TOTAL	\$23,359,084	\$26,501,614	\$29,427,687	\$30,289,621
APPROPRIATIONS				
Operating Expenses	\$342,041	\$200,860	\$254,140	\$327,735
Transfers	213,272,671	216,519,382	211,145,898	235,799,573
Reserves	-	2,056,860	1,535,529	1,539,625
TOTAL	\$213,614,712	\$218,777,102	\$212,935,567	\$237,666,933
STAFFING				
Positions	2,762	2,845	2,835	2,928
Full Time Equivalents (FTEs)	2,664.00	2,740.50	2,730.50	2,816.00

Description

The Sheriff, an independently elected constitutional officer, is the chief law enforcement officer of Palm Beach County. The Sheriff enforces the laws of the State of Florida and the ordinances of the County of Palm Beach - criminal, traffic, and civil. The Sheriff's Office is responsible for providing uniformed law enforcement services to the citizens,

securing the courts, serving all warrants and processes issued by the courts, and operating the County detention and correction facilities.

The Sheriff's Office is comprised of three programs: Sheriff's Operations, Law Enforcement Trust Fund, and Sheriff's Grants.

Goals for FY 2001

- Implement changes to financial reporting required by Governmental Accounting Standards Board Statement Number 34
- Begin implementation of an integrated suite of software applications to enhance decision-making and resourcefulness
- Ready the agency for the State of Florida Sterling Award Application
- Implement Problem Oriented Policing
- Implement various local information systems providing timely and easily accessible data
- Continue preparations for implementation of the 800 MHz radio system

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other Licenses, Permits & Taxes	\$4,212	\$14,000	\$12,000	\$12,000
Grants	230,067	200,000	200,000	200,000
User Fees/Charges	15,096,120	16,167,723	16,667,015	18,718,600
Fines & Forfeitures	493,116	604,843	351,500	351,000
Inter-Departmental Charges	-	123,134	123,134	116,412
Other	4,852,972	5,439,500	8,095,220	7,210,000
TOTAL	\$20,676,487	\$22,549,200	\$25,448,869	\$26,608,012
APPROPRIATIONS				
Operating Expenses	\$342,041	\$200,860	\$254,140	\$327,735
Transfers	209,532,173	214,623,828	208,702,609	233,657,589
TOTAL	\$209,874,214	\$214,824,688	\$208,956,749	\$233,985,324
STAFFING				
Positions	2,762	2,845	2,835	2,928
Full Time Equivalents (FTEs)	2,664.00	2,740.50	2,730.50	2,816.00

\$8,425,269 is being carried forward from FY 2000 for ongoing projects, including \$7,713,458 for the *e-justice* Project. There is a net increase of 93 positions for FY 2001, including sixteen Road Patrol Officers.

Description

The Sheriff's Office maintains law and order through crime prevention and law enforcement programs, operates the County's detention facilities, and serves the orders of the Court and Board of County Commissioners.

The Operations program includes all major functional areas of the Sheriff's budget as summarized below:

- **Law Enforcement (\$156,653,180)** - oversees patrol activities, including those involved in community related initiatives, supervises all facets of investigations, and provides court services. Patrol activities include services for the unincorporated areas of Palm Beach County as well as other specific fee-for-service areas.

- **Corrections (\$70,949,817)** - provides intake, classification, and incarceration of individuals charged with crimes in the County. Detention facilities include the main Jail, the County Stockade, the Belle Glade Jail, and the Drug Farm.
- **Bailiffs (\$4,554,592)** - provides security for jurors, judges, and Commissioners, maintains order in the courtrooms, and enforces rules and regulations relative to the judicial system.
- **Other Expenses (\$1,827,735)** - other County funding responsibilities relating to the Sheriff. This category includes Trauma Hawk for FY 1999 only, facility leases, and required reserves.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Other	\$66,148	\$2,856,086	\$2,544,990	\$2,544,990
TOTAL	\$66,148	\$2,856,086	\$2,544,990	\$2,544,990
APPROPRIATIONS				
Transfers	\$1,033,321	\$799,226	\$1,009,461	\$1,005,365
Reserves	-	2,056,860	1,535,529	1,539,625
TOTAL	\$1,033,321	\$2,856,086	\$2,544,990	\$2,544,990

Description

The Law Enforcement Trust Fund (LETf) is a special trust established by the Board of County Commissioners as authorized under Florida Statute 932.705. The trust fund is derived from the sale of forfeited property and interest earned. These funds may be expended only upon request of the Sheriff to the Board of County Commissioners and are used exclusively for law enforcement purposes.

Florida Statute 932.705 prohibits LETf revenues and expenditures from being included in the adoption and approval process of the Palm Beach County budget, however, existing fund balances from previous activity are budgeted as amounts received in prior years.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Grants	\$1,578,456	\$856,185	\$856,185	\$890,569
Other	35,458	-	-	-
Interfund Transfers	1,002,535	240,143	577,643	246,050
TOTAL	\$2,616,449	\$1,096,328	\$1,433,828	\$1,136,619
APPROPRIATIONS				
Transfers	\$2,707,177	\$1,096,328	\$1,433,828	\$1,136,619
TOTAL	\$2,707,177	\$1,096,328	\$1,433,828	\$1,136,619

Description

The Sheriff's Grants program accounts for grant funding received, matching funds provided by the Law Enforcement Trust Fund, and related expenditures.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
User Fees/Charges	\$86,910	\$30,000	\$30,000	\$30,000
TOTAL	\$86,910	\$30,000	\$30,000	\$30,000
APPROPRIATIONS				
Personal Services	\$1,058,489	\$1,384,295	\$1,384,295	\$1,446,567
Operating Expenses	1,585,739	1,769,153	1,769,153	1,862,791
Capital Outlay	60,458	202,750	162,750	264,250
TOTAL	\$2,704,686	\$3,356,198	\$3,316,198	\$3,573,608
STAFFING				
Positions	32	32	32	32
Full Time Equivalents (FTEs)	32.00	32.00	32.00	32.00

Description

The Supervisor of Elections is responsible for the registration of voters, maintenance of the voter rolls, conduct of elections, recruiting and training of all pollworkers, reporting of financial disclosure, reporting of campaign financing, and the handling of all candidates' filings.

On January 1, 1995, the National Voter Registration Act (NVRA) took effect. Under NVRA, several government agencies were mandated to take voter registration applications. These agencies include the Department of Motor Vehicles/Division of Driver's Licenses, all HRS agencies, public libraries, agencies working with disabled people, and armed forces recruiting stations. As a result, approximately 300,000 people have been added to the voter registration roles since January 1, 1995.

Under NVRA, people are now able to register to vote by mail. NVRA applications are in numerous locations including Post Offices, City Halls, banks and savings and loan offices, and business of other types. Telephone requests are also taken for NVRA applications.

The adopted budget is up \$257,500 compared to FY 2000 estimated expenditures. This is due to the Presidential General Election, the mailing and printing of General Election Sample Ballots to all registered voters and anticipated expenses for the new office building.

FINANCIAL & STAFFING SUMMARY	FY 1999 Actual	FY 2000 Budget	FY 2000 Estimated	FY 2001 Budget
REVENUES GENERATED				
Excess Fees - Tax Collector	\$15,142,160	\$15,500,000	\$15,500,000	\$15,965,000
TOTAL	\$15,142,160	\$15,500,000	\$15,500,000	\$15,965,000
APPROPRIATIONS				
Operating Expenses	\$16,745,000	\$18,502,000	\$18,502,000	\$19,176,000
TOTAL	\$16,745,000	\$18,502,000	\$18,502,000	\$19,176,000
STAFFING				
Positions	258	258	265	288
Full Time Equivalents (FTEs)	258.00	258.00	265.00	288.00

Description

The Tax Collector, an elected constitutional officer, is responsible for the collection and distribution of ad valorem taxes and non-ad valorem assessments levied by the County, School Board, municipalities, and special taxing districts. Additional local responsibilities include the issuance and monitoring of occupational licenses and collection of the tourist development tax for Palm Beach County. The Tax Collector is also the Executive Agent for the State of Florida to register and title motor vehicles and vessels, sell hunting and fishing licenses, and collect certain sales taxes. These state programs are funded by fees for individual transactions and are not paid from the fees paid by Palm Beach County for property tax collections, occupational licenses, or the tourist tax.

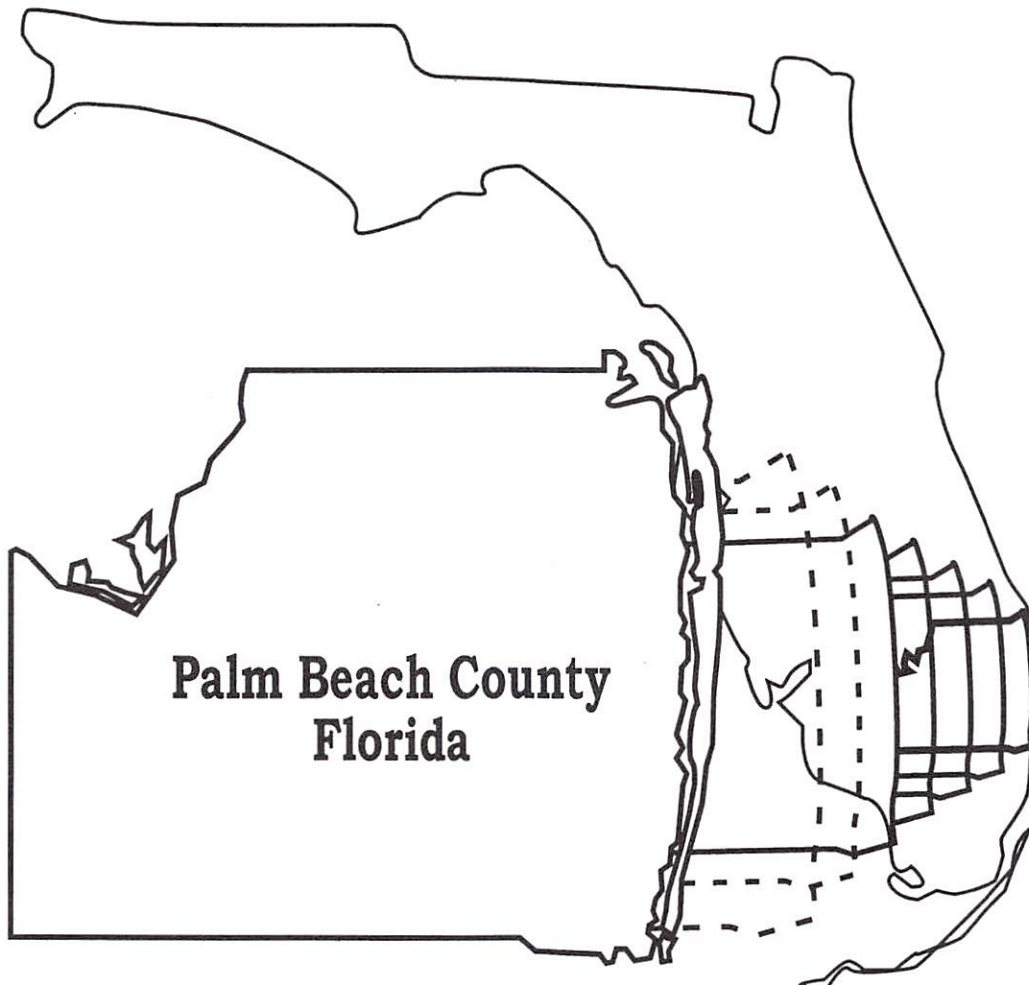
Final approval authority for the budget of the Tax Collector resides with the State Department of Revenue. Funding for the operation of the Tax Collector's Office is provided from various commissions charged by the Tax Collector for services provided, including commissions charged on the total amount of taxes collected on behalf of each taxing/assessment authority. "Excess fees" (additional funds remaining after all expenses have been paid) are returned at the end of the fiscal year,

on a pro rata basis, to the various taxing/assessment authorities that have been charged commissions.

The budget presented on this page represents fees paid to the Tax Collector by the County for the collection of all countywide ad valorem taxes (operating and voted debt). Also included are fees paid by the County for the collection of the non-voted ad valorem taxes levied by the School Board which, by State law, the County is required to pay. Commissions paid to the Tax Collector for the collection of Library District and Fire-Rescue MSTUs ad valorem taxes are included in those departments' operating budgets, and are therefore not reflected in the totals shown above.

For FY 2001, the total amount of Tax Collector commissions that will be paid by the County (including Library District and Fire District commissions) is estimated to be \$21,560,865. Most of this money will be returned to the County by the Tax Collector as excess fees. Since the Tax Collector's budget is much less than the fees earned by the collection activity, the County and School Board receive the benefit of having their taxes collected at little cost.

Budget by Fund



Fund Types

The financial accountability of Palm Beach County is measured on a "fund" basis in accordance with generally accepted accounting principles (GAAP). This means that revenues and expenditures are legally recorded in the following groupings of funds, each of which must be in balance and may not show a deficit per Florida statutory requirements:

General Fund

This fund is used to account for financial transactions which are applicable to the general financial requirements of the County, except those required to be accounted for in other funds.

Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources or to finance specified activities required by law or administrative regulation. Some of the major funds in this grouping are: County Transportation Trust, Fire-Rescue, Municipal Servicing Taxing District, County Library, and Tourist Development.

Debt Service Funds

These funds are used to account for the payment of principal and interest on long-term general obligation debt. Transactions applicable to long-term debt of Enterprise Funds are reported within those funds.

Capital Projects Funds

These funds are used to account for resources principally provided by general long-term debt and used for the acquisition of capital facilities other than those financed by Enterprise Funds.

Enterprise Funds

These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges. The major funds in this grouping are: Airports, Water Utilities, Transportation Authority, and Southwinds/Okeehetee Golf Courses.

Internal Service Funds

These funds are used to account for the goods and services which are provided by departments for the benefit of other County departments on a cost-reimbursement basis. The major funds in this grouping are: Fleet Management, Casualty Self-Insurance, Risk Management, Information Systems Services, and Graphics.

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 2001 Budget</u>
<u>General Funds</u>		
001	General Fund	\$ 593,718,083
002	Pollution Recovery	1,105,839
005	State Mosquito	83,820
008	Lake Worth Lagoon	2,300,908
010	Petroleum Storage Tank	930,602
011	Petroleum Storage Tank Compliance	1,489,282
014	Economic Development	7,763,549
018	Human Relations Camp	37,225
019	HUD - Fair Housing	380,977
020	HUD - Fair Employment Contract	196,559
021	Channel 20 Program Revenues	282,906
022	Regulation of Towing Business	409,257
023	Vehicle for Hire Ordinance	301,076
024	USDA Grant	31,312
	Total General Funds	\$ 609,031,395
<u>Special Revenue Funds</u>		
050	Animal Care and Control Spay - Neuter Program	\$ 579,699
051	Handicapped Parking Enforcement	112,679
053	Natural Areas Stewardship	2,627,638
054	Supervisor of Elections	3,573,698
057	Unit 11 Stewardship	2,173,498
058	Library Services & Technology Act Grants	55,000
060	Juvenile Assessment Center	14,312
062	Ag. Reserve Land Management	400,000
063	Environmental Enhancement Freshwater	160,331
064	Environmental Enhancement Saltwater	432,262
065	Environmental Enhancement Non-Specific	469,300
090	Local Law Enforcement Block Grant FY00-02	894,626
101	Law Library	533,000
104	Sheriff's Grants	1,136,619
105	Animal Regulation Trust	50,091
106	County Transportation Trust	34,697,109
108	Law Enforcement Trust	2,544,990
109	County Library	25,963,371
110	Library Grants	3,886
111	Public Guardianship Program	130,500
116	Victims Trust	127,169

Budget by Fund Type and Fund

Fund No.	Fund Type/Fund Name	FY 2001 Budget
<u>Special Revenue Funds (Cont'd)</u>		
117	Municipal Service Taxing District - Building	25,127,252
119	Tourist Development Council - Convention Center Grant	200,000
120	Tourist Development Council - Film Commission	645,194
121	Tourist Development Council - Special Projects	1,596,939
122	Tourist Development Council - 4th Cent Sports	23,058,248
123	Sales Tax Revenue	63,703,624
124	Criminal Justice - State Attorney/Public Defender	3,168,464
125	Tourist Development Council - Tourism	10,751,137
126	Tourist Development Council - Cultural Arts	3,528,758
127	Tourist Development Council - Beaches	2,125,533
128	Tourist Development Council - Sports Authority	1,077,105
130	Bond Waiver Program	289,119
132	School Impact Fees Zone 1	1,924,975
133	School Impact Fees Zone 2	3,758,032
134	School Impact Fees Zone 3	2,890,216
135	Senior Citizens Centers	309,823
138	School Impact Fees Zone 4	2,445,802
141	Metropolitan Planning Organization	1,233,856
143	Emergency - 911 Program	8,706,328
145	Drug Abuse Trust	531,994
146	Affordable Housing Trust	14,309,637
149	Natural Areas	1,717,007
152	Local Law Enforcement Block Grant FY 99-01	330,531
153	Housing and Urban Development Supportive Housing Grant	996,695
155	Head Start	14,561,738
156	Community Action Program	1,382,079
157	Emergency Medical Services Award - Grant Program	412,263
158	Public Safety Grants	335,604
162	Housing & Community Development	16,191,452
163	Community Development Block Grant Rehabilitation Loan Program	25,000
165	Home Investment Partnership Act	5,941,754
166	Job Training Partnership Act Grant - Adult Migrant	543,508
167	Senior Aides Employment	784,545
168	Division of Senior Services - Administration	1,508,562
169	Division of Senior Services - Title III	2,943,769
170	Division of Senior Services - Community Care For The Elderly	449,427
172	Intergovernmental Radio Communications	3,549,983
173	Low Income Home Energy Program	1,293,783
175	Ryan White Care Program	13,606,685
176	Emergency Management Preparedness & Assistance	146,452

Budget by Fund Type and Fund

Fund No.	Fund Type/Fund Name	FY 2001 Budget
<u>Special Revenue Funds (Cont'd)</u>		
177	Division of Senior Services - Alternate Older American's Act	990,083
178	Division of Senior Services - Alternate Comm. Care for Elderly	1,329,557
181	Fire-Rescue Jupiter Municipal Services Taxing Unit	6,085,239
184	Fire-Rescue Long-Term Disability Plan	4,435,821
190	Hydrant Rental - Boca Raton	387,313
195	Fire-Rescue Municipal Services Taxing Unit	123,132,434
196	Aviation Battalion	4,899,277
197	Glades Regional Fire Municipal Services Taxing Unit	1,241,630
199	Hydrant Rental - Riviera Beach	43,748
	Total Special Revenue Funds	\$ 457,327,753
<u>Debt Service Funds</u>		
206	25M General Obligation Recreation/Culture '99	\$ 2,086,548
207	150M General Obligation Conservation Lands '99	6,050,618
216	45.625M Refunding General Obligation '98/Debt Service	2,431,854
222	23.375M Refunding General Obligation '93/Debt Service	3,333,005
224	50M Environmentally Sensitive Lands Sinking	2,563,665
225	59.39M Refunding '94 Debt Service	4,768,570
226	50M Environmentally Sensitive Lands 94 Debt Service Sinking	2,516,461
227	26.3M Parks Facility '96 Debt Service	2,108,437
229	Professional Sports Facility Debt Service	2,243,524
241	1M Glades Health Revenue '84 Interest	84,743
242	1M Glades Health Revenue '84 Principal	70,000
243	1M Glades Health Revenue '84 Debt Service Reserve	88,141
247	10.47M Airport Center Sinking	893,775
249	North County Government Expansion Debt Service	1,738,411
253	15.175M Judicial Garage Sinking	1,201,967
255	8.585M Okeeheelee Golf Sinking	763,655
257	30.73M Beach Acquisition '93/Debt Service	2,958,055
258	30.73M Beach Acquisition '93/Debt Service Reserve	3,039,552
259	65M Convention Center Revenue Bonds '00	2,113,496
264	26.515M Revenue Refunding/Debt Service	2,757,555
271	233.6M Criminal Justice Facility Debt Service	2,730,180
273	32.775M Criminal Justice Refunding '97	1,878,213
274	117.485M Criminal Justice Refunding '93	14,085,820
276	26.38M Criminal Justice Completion Bonds '94	2,222,515
277	22.245M Admin Complex Revenue Refunding/Debt Service	1,907,355
281	50.87M Sunshine Pool - Debt Service	2,629,059
282	10M Sunshine Pool Fin. - Debt Service	992,003

Budget by Fund Type and Fund

<u>Fund No. Fund Type/Fund Name</u>		<u>FY 2001 Budget</u>
<u>Debt Service Funds (Cont'd)</u>		
283	20M Sunshine 800MZ Radio '00/Debt Service	1,593,800
	Total Debt Service Funds	\$ 71,850,977
<u>Capital Projects Funds</u>		
301	Capital Outlay	\$ 52,399,728
303	Planned Unit Development Civic Site Cashout	2,189,037
304	Save the Old Courthouse	496,751
306	25M General Obligation Recreation/Culture '99	22,629,633
307	150M General Obligation Conservation Lands '99	43,318,127
313	233.6M Criminal Justice Facility Construction Trust	65,269
315	Municipal Services Taxing Unit District A	551,000
316	Municipal Services Taxing Unit District B	1,002,593
317	Municipal Services Taxing Unit District C	2,096,074
318	Municipal Services Taxing Unit District D	1,527,304
319	Municipal Services Taxing Unit District E	547,375
320	Unincorporated Improvement	7,589,157
322	26.08M Criminal Justice Completion Bonds Construction Trust '94	4,626,717
326	50M Environmentally Sensitive Lands SL '94 Acquisition Fund	4,223,437
327	Unit 11 Stewardship Acquisition/Enhancement	5,798,855
328	1.2M Stadium Facility	244,091
329	29M Stadium Facility Revenue Bond	152
333	9.375M Non Ad Valorem '95 Revenue	625,373
338	Palm Beach Sheriff's Office Vehicle Loan '98	305,516
344	20M 800 MHZ Radio Tower	20,359,217
347	10.47M Airport Center Acquisition	298,998
349	North County Government Center Expansion	13,796,883
352	32.7M Improvement Construction Trust	260,946
353	15.175M Judicial Garage Acquisition	634,290
359	65M Convention Center	76,666,632
360	Transportation Improvement	158,100,481
361	Road Impact Fees Area A	6,035,136
362	Road Impact Fees Area B	2,476,061
363	Road Impact Fees Area C	7,809,082
364	Road Impact Fees Area D	11,436,991
365	Road Impact Fees Area E	1,774,499
366	Road Impact Fees Area F	1,603,503
367	Road Impact Fees Area G	10,746,345

Budget by Fund Type and Fund

<u>Fund No.</u>	<u>Fund Type/Fund Name</u>	<u>FY 2001 Budget</u>
<u>Capital Projects Funds (Cont'd)</u>		
368	Road Impact Fees Area H	9,441,925
369	Road Impact Fees Area I	12,770,846
370	Road Impact Fees Area J	5,064,496
371	Road Impact Fees Area K	17,150,690
372	Road Impact Fees Area L	5,879,226
373	Road Impact Fees Area M	8,679,705
374	Road Impact Fees Area N	1,405
377	Road Impact Fees Area Q	11,727
378	Road Impact Fees Area R	5,526,083
379	Lyons Road/Delray Training Center Planned Unit Development	1,231,851
382	Burns Road Agreement with West Palm Beach	356,409
383	PGA Boulevard Agreement with NPBC Improvement District	257,068
384	Northlake Boulevard Agreement with NPBC Improvement District	711,204
385	Ironhorse Boulevard Agreement with NPBC Improvement District	125,566
456	30M Park Bond	1,036,122
457	26.3M Parks & Recreation Facilities '96	8,648,771
459	Beach Improvement	28,906,671
460	South Lake Worth Inlet	4,328,033
471	Law Enforcement/Impact Fees Z-1	91,547
472	Law Enforcement/Impact Fees Z-2	4,958,441
474	Fire-Rescue Improvement	16,461,192
475	Fire Impact Fees Z-1	14
476	Fire Impact Fees Z-2	113
477	Fire Impact Fees Z-3	82
479	Fire-Rescue Impact Fees	4,596,886
480	Park Improvement	12,548,006
481	Park Impact Fees Z-1	7,315,537
482	Park Impact Fees Z-2	18,113,425
483	Park Impact Fees Z-3	14,769,618
490	Public Building Improvement	14,610,225
491	Public Building Impact Fees	11,904,670
495	Library Improvement	1,629,450
496	Library Expansion Program	1,280,911
497	Library Impact Fees	4,734,498
Total Capital Projects Funds		\$ 685,377,666

Budget by Fund Type and Fund

<u>Fund No. Fund Type/Fund Name</u>	<u>FY 2001 Budget</u>
<u>Enterprise Funds</u>	
505 Water Utilities Revenue	\$ 82,986,000
506 Water Utilities Operation & Maintenance	43,884,000
510 Water Utilities Renewal & Replacement	3,356,900
511 Water Utilities Capital Improvements	118,639,638
513 Water Utilities Connection Charge Account	22,981,000
517 Water Utilities Sinking Principal/Interest Account - Bonds '85	1,534,000
518 Water Utilities Sinking Principal/Interest E. Central Region Loan	340,000
519 Water Utilities Sinking Principal/Interest Series 1995	5,717,000
520 Water Utilities Special Assessment Program	5,250,000
523 Water Utilities Principal/Interest '98	2,431,000
524 Water Utilities Debt Service Reserve Account	965,000
527 Water Utilities - Sinking Principal/Interest '93	4,737,000
531 Airports Operations	65,624,923
532 Airports Capital Projects	6,271,705
541 Airports Debt Service Account	16,645,647
542 Airports Debt Service Reserve Account	16,058,502
543 Airports Merrill Lynch Loan	5,330
544 Airports Improvement & Development	40,080,788
545 Airports Subordinated Indebtedness Bond - Debt Service	463,949
547 Airports 3.8M Subordinated Indebtedness '89 Debt Service Res.	472,995
555 Airport Passenger Facility Charges	9,290,758
556 Airports Noise Abatement & Mitigation	9,620,990
558 Airports Restricted Assets	976,202
581 Transportation Authority	64,333,906
585 Southwinds Golf Course	2,543,349
586 Okeeheelee Golf Course	2,500,589
Total Enterprise Funds	\$ 527,711,171
<u>Internal Service Funds</u>	
601 Fleet Management	\$ 20,369,141
631 Casualty Self Insurance	9,963,521
641 Risk Management	21,856,594
650 Information Systems Services	20,960,729
661 Graphics	954,539
Total Internal Service Funds	\$ 74,104,524
Total FY 2001 Budget	\$ 2,425,403,486

Budget Summary

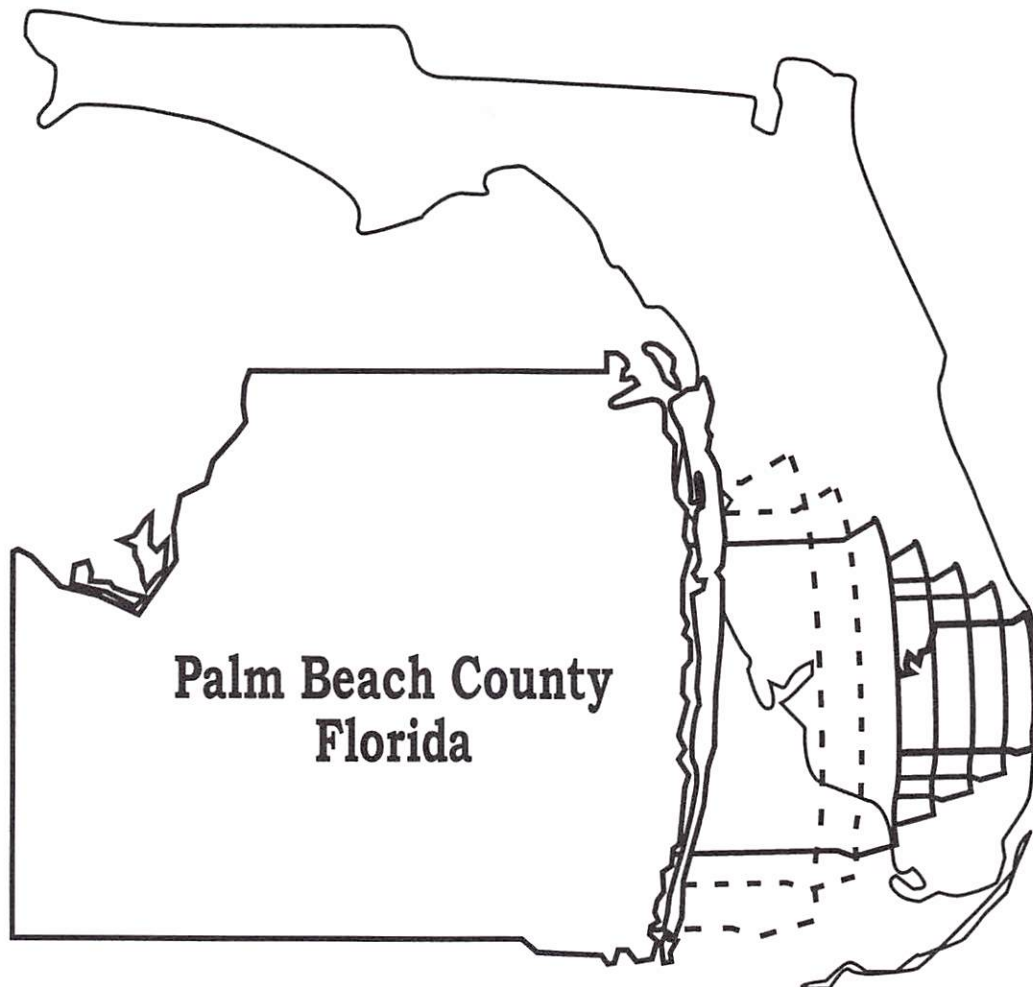
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Estimated Revenues:							
Current Property Taxes	\$ 331,650,202	\$ 112,186,990	\$ 24,249,708	\$ 0	\$ 0	\$ 0	\$ 468,086,900
Licenses, Permits, & Other Taxes	60,563,895	44,644,662	0	78,346,136	13,024,000	0	196,578,693
Intergovernmental Revenues	26,167,823	135,111,667	0	20,521,197	33,122,327	0	214,923,014
Charges For Services	32,373,940	19,930,068	0	0	139,758,031	0	192,062,039
Fines & Forfeitures	6,446,815	3,393,231	0	1,500,750	0	0	11,340,796
Miscellaneous Revenues	<u>26,160,429</u>	<u>22,833,810</u>	<u>385,299</u>	<u>75,564,160</u>	<u>30,614,656</u>	<u>4,062,962</u>	<u>159,621,316</u>
Total Revenue	\$ 483,363,104	\$ 338,100,428	\$ 24,635,007	\$ 175,932,243	\$ 216,519,014	\$ 4,062,962	\$ 1,242,612,758
Other Financing Sources	<u>17,691,782</u>	<u>27,152,296</u>	<u>43,003,068</u>	<u>60,357,574</u>	<u>152,860,056</u>	<u>64,686,798</u>	<u>365,751,574</u>
Total Revenue & Other Financing Sources	\$ 501,054,886	\$ 365,252,724	\$ 67,638,075	\$ 236,289,817	\$ 369,379,070	\$ 68,749,760	\$ 1,608,364,332
Balances Beginning of Year	<u>107,976,509</u>	<u>92,075,029</u>	<u>4,212,902</u>	<u>449,087,849</u>	<u>158,332,101</u>	<u>5,354,764</u>	<u>817,039,154</u>
Total Estimated Revenues, Sources and Balances	\$ <u>609,031,395</u>	\$ <u>457,327,753</u>	\$ <u>71,850,977</u>	\$ <u>685,377,666</u>	\$ <u>527,711,171</u>	\$ <u>74,104,524</u>	\$ <u>2,425,403,486</u>

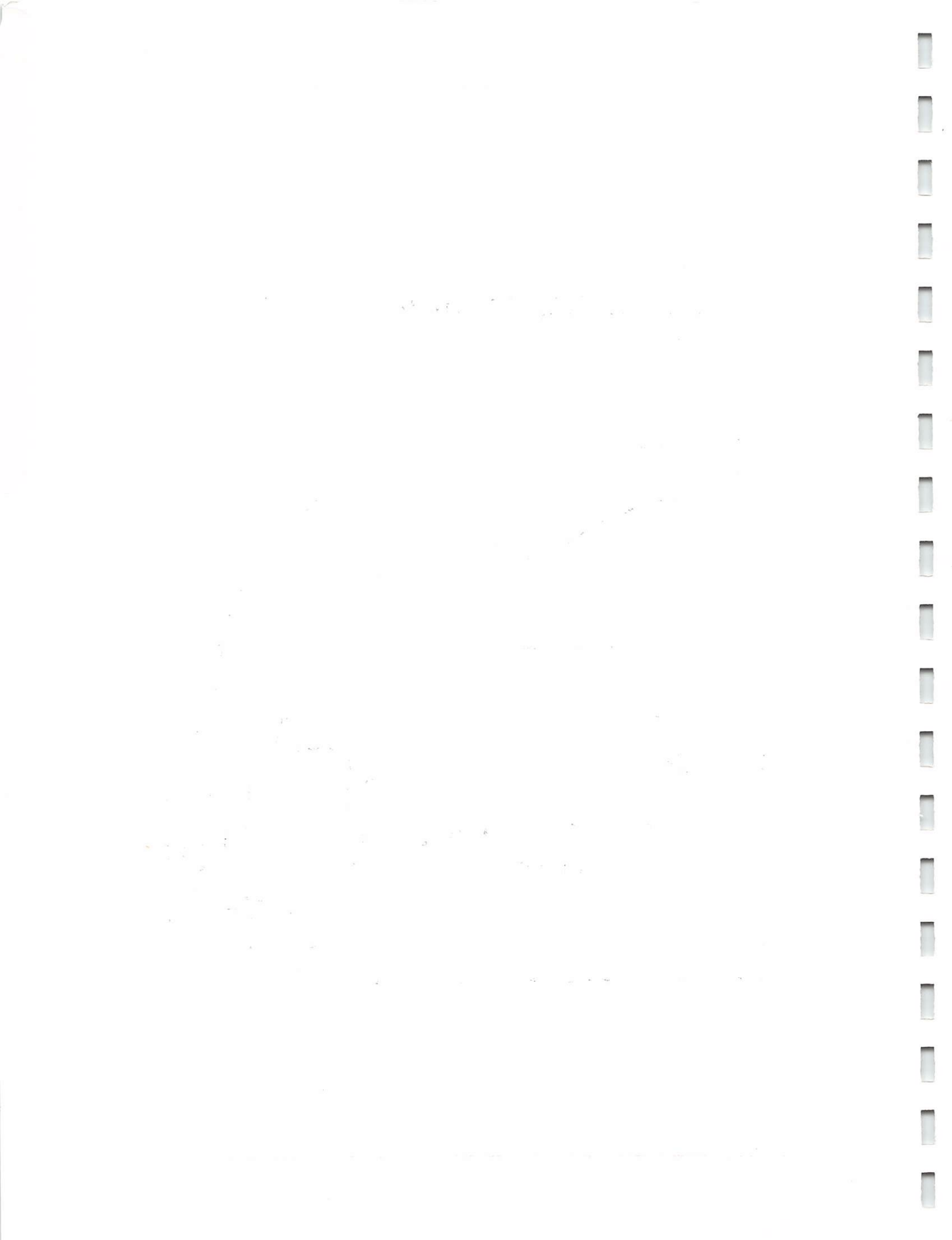
Budget Summary

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Expenditures, Uses & Reserves:							
General Governmental Services	\$ 151,876,216	\$ 8,716,833	\$ 0	\$ 172,479,004	\$ 0	\$ 0	\$ 333,072,053
5100							
Public Safety	246,800,664	141,528,268	0	24,078,143	0	0	412,407,075
5200							
Physical Environment	13,680,104	2,160,433	0	41,680,324	180,924,900	0	238,445,761
5300							
Transportation	0	34,438,659	0	79,739,037	121,468,781	0	235,646,477
5400							
Economic Environment	11,616,013	45,927,040	0	208,445	0	0	57,751,498
5500							
Human Services	41,216,502	40,576,023	0	4,361,817	0	0	86,154,342
5600							
Culture and Recreation	<u>38,131,329</u>	<u>23,879,814</u>	<u>0</u>	<u>60,491,841</u>	<u>3,733,310</u>	<u>0</u>	<u>126,236,294</u>
5700							
Total Expenditures/Expenses	\$ 503,320,828	\$ 297,227,070	\$ 0	\$ 383,038,611	\$ 306,126,991	\$ 0	\$ 1,489,713,500
Other Financing Uses	<u>49,099,896</u>	<u>90,456,105</u>	<u>68,810,422</u>	<u>13,949,282</u>	<u>165,690,163</u>	<u>64,910,332</u>	<u>452,916,200</u>
Total Expenditures and Uses	\$ 552,420,724	\$ 387,683,175	\$ 68,810,422	\$ 396,987,893	\$ 471,817,154	\$ 64,910,332	\$ 1,942,629,700
Reserves	<u>56,610,671</u>	<u>69,644,578</u>	<u>3,040,555</u>	<u>288,389,773</u>	<u>55,894,017</u>	<u>9,194,192</u>	<u>482,773,786</u>
5800							
Total Appropriated Expenditures,							
Uses and Reserves	\$ <u>609,031,395</u>	\$ <u>457,327,753</u>	\$ <u>71,850,977</u>	\$ <u>685,377,666</u>	\$ <u>527,711,171</u>	\$ <u>74,104,524</u>	\$ <u>2,425,403,486</u>



Capital Improvement Program





Capital Improvement Program

Capital Improvement Program: What is it and why do we have one?

County government provides needed and desired urban services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as airports, roads, and parks. The capital improvement program is a proposed schedule for the expenditure of funds to acquire or construct these needed improvements over the next six-year period. It represents a comprehensive and direct statement of the physical development policies of the County. The program has great significance in that it touches the life of each County resident and visitor through the provision of health, safety, transportation, recreation, and other services upon which we all depend.

Purpose and Benefits of Capital Programming

Capital Programming:

1. Provides a means for coordinating and consolidating various departmental requests, thereby preventing duplication of projects and equipment.
2. Establishes a system of examining and prioritizing the needs of the County assuring that the most essential improvements are provided first.
3. Provides an important implementation device for growth management.
4. Allows sufficient time for investigation of project financing and implementation measures, and proper technical design.
5. Coordinates physical with financial planning, allowing maximum benefit from available public funds.
6. Helps provide an equitable distribution of public improvements throughout the County.

Development of the Capital Improvement Program

Only projects that meet the definition of a capital improvement are included in the Capital Improvement Program. Capital improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$25,000 and an expected useful life in excess of one year.

Examples of typical capital improvements include:

- a. Road construction and improvements.
- b. New and expanded physical facilities for the community.
- c. Large scale rehabilitation or replacement of existing facilities.
- d. Purchase of equipment items that have a relatively long period of usefulness.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, library, airport, etc.

Each year, the program is prepared from project requests submitted on special forms by the various departments and agencies of the County. The forms require a project description, justification, cost estimates, statement of impact on the County's annual operating budget, and an implementation schedule. Concurrently, with the preparation of the project requests, information concerning the financial resources available to the County is prepared by the Office of Financial Management and Budget.

After compilation of the requests, projects are reviewed and ranked by the Capital Projects Review Committee, composed of staff members from County Administration, the County's Engineering Department, and the Office of Financial Management and Budget. This Committee's ranking, along with available funding, form the basis of the program recommended.

The program recommended by the County Administrator is used by the Board of County Commissioners to develop the annual budget which becomes effective October 1st of each year. The first year of the Six-Year Capital Improvement Program (CIP) is formally adopted by the Board as the Capital Budget with the following five years showing projected, but unfunded, requirements. The CIP is an important tool for implementing the County's Comprehensive Plan. The Board of County Commissioners use the CIP to analyze the County's fiscal capability to finance and construct capital improvements.

Responsibilities in Program Preparation and Implementation

The Capital Improvement Program, by virtue of its comprehensive character, necessarily involves the full realm of County operations. The County Administrator, Departments, Boards, and the County Commission must coordinate their actions to accomplish a successful program for improving the community.

Operating Departments: The key role in the initial stages of capital programming falls upon the operating departments and department heads. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests and develop a program that states the need of each project as well as its relative importance in the department's program.

Office of Financial Management and Budget: The Office of Financial Management and Budget (OFMB) provides information concerning the County's past, present, and future financial resources. OFMB prepares and distributes the package used by departments and agencies submitting requests. As the program develops, OFMB assists in the review and evaluation of project submissions and guides the administration of the program through its function of budget control and formulating changes in basic fiscal policies. OFMB coordinates the review by the Capital Project Review Committee and its ranking of projects. OFMB prepares the Six Year Capital Improvement Program for submission to and adoption by the Board of County Commissioners.

Engineering and Facilities Development & Operations Departments: In providing staff assistance these Departments have the following responsibilities in the capital programming process:

1. Provides assistance, if needed, in the preparation of requests.
2. Receives and reviews the cost projections in the requests.
3. Provides information and assistance to the Office of Financial Management and Budget in the analysis of the County's financial requirements.
4. Provides assistance to the County Administrator, County Commission, and staff in preparing the Commission adopted program.

The Capital Projects Review Committee: The Capital Projects Review Committee has the following responsibilities in the capital programming process.

1. Consultation with various submitting departments concerning their individual submissions.
2. Examination of the entire program with the objectives of establishing the urgency and benefit of the projects and the proper sequence of programming the projects in relation to the current and projected financial resources.
3. Establishment of priorities and recommendation of a program with suggested or possible means of financing indicated.
4. Submission of a recommended program for Commission action. The deliberations of the Capital Projects Review Committee must be predicated on the objective of best providing for the health, safety, welfare, and convenience of the public. Its members are in a position to have a thorough awareness of community needs and the limited financial resources available to satisfy those needs.

Thus, in capital programming, the recommended program must be a statement of relative community needs conditioned by the availability of the resources to finance them.

County Commission: While departments, boards, and committees play a very significant role in the capital improvement programming process, the ultimate success of the program rests with the County Commission. Only Commissioners, as elected officials, can authorize the expenditure of public funds, in this case by adopting

the first year of the capital improvement program as that fiscal year's capital budget. Therefore, the final priorities placed on community needs and the subsequent satisfaction of those needs are a matter of legislative decision and control.

Priority Ranking

Criteria for establishing the prioritization of capital project proposals are established in the Capital Improvement Element of the Comprehensive Plan in Objective 1.4. The criteria address issues such as why the project is needed and what type of service the project will support. Other criteria included in the objective deal with the physical location of the project identified as Coastal high-hazard areas or Revitalization and Redevelopment areas. In addition, each proposal is identified by one of the following Growth Management Tiers:

Urban/Suburban	Exurban	Rural	Glades	Agricultural Reserve
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Why a Project is Needed: The following is a list of acceptable reasons why a project is needed:

1. Correct public hazards;
2. Eliminate existing deficiencies as described by the minimum levels of service;
3. Provide capacity for developments that have received a determination as a Committed Development when such developments are within the Urban Service Area;
4. Maintain levels of service as new growth occurs;
5. Increase existing levels of service to desired levels of service;
6. Provide for the renewal and replacement of, and improvement to, existing public infrastructure and physical assets; and
7. Implement the Goals, Objectives, and Policies or other Plan Elements.

Type of Service the Project will Provide: The following is a list of service categories:

1. Essential projects are directly related to protecting the immediate health and safety of citizens from an existing or imminent hazard. An example would be an expenditure request which responds to a danger arising from an imminent bridge failure. Essential services shall be provided throughout the County.
2. Necessary projects are directly related to maintaining the level of service for concurrency items mandated by State law and Fire-Rescue services. Examples include expenditure requests which are necessary to meet the minimum level of service standards for concurrency regarding roadway, mass transit, potable water, wastewater, solid waste, stormwater protection, recreation/open space, and fire-rescue. Necessary services shall be provided throughout the County.
3. Desirable projects are related to enhancing the desirability of Palm Beach County as a place to live.

Examples include expenditure requests for libraries and roadway beautification.

Physical Location: Policy requires that projects that correct service and infrastructure deficiencies within the Revitalization and Redevelopment Overlay in unincorporated Palm Beach County receive “special consideration” in establishment of the project priority. Special consideration gives these projects top priority consideration within each of the following prioritization categories: essential, necessary, and desirable.

Growth Management Tiers: The Urban/Suburban Tier shall be given the highest priority within the category of Desirable, followed by the Exurban Tier, and then the Rural Tier. Policy restricts use of public funds for infrastructure expansion or improvements in Coastal high-hazard areas unless such funds are necessary to:

1. Provide services to existing development;
2. Provide adequate evacuation in the event of an emergency; or
3. Provide for recreational needs and other appropriate water-dependent uses.

Relationships Between the Operating and Capital Budgets

There are many features that distinguish Palm Beach County's operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the County. Year to year, changes in the operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the County, and in the types and levels of services provided. Resources for the operating budget are generally provided by taxes, user fees, and inter-governmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the County. Resources for the capital budget are generally provided by bond proceeds, impact fees, grants, and taxes.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget.

Operational needs often drive the capital budget. For example, major expansion requirements in the FY 2001 capital budget are roads, parks, water treatment plants, and airport expansion, which were necessitated by continued population growth and the County's role in providing these basic services to its citizens.

Some capital improvements will actually decrease maintenance costs, such as the replacement of fire trucks and water lines or the reconstruction of roads. Long term operations and maintenance costs resulting from the six-year capital improvement program are addressed in the CIP document which is published separately.

Capital Improvement Budget Summary

The FY 2001 capital improvement budget has appropriations totaling \$921.1 million. The capital improvement program is financed primarily through bonds, impact fees, balance brought forward and taxes. A detailed capital project listing is contained in the capital improvement program document, published separately. Some of the highlights of the capital improvement program include:

General Government/Criminal Justice/Environmental Lands & Beaches - These projects include amounts budgeted for general government buildings including land acquisition, design and construction. The FY 2001 budget is \$291.1 million and includes various criminal justice facilities, telephone systems, courthouse improvements, a 800 Mhz trunked radio system, data processing systems and equipment, environmentally sensitive land purchases, beach re-nourishment, and other general government capital projects.

Fire-Rescue - These projects total \$21.1 million and include two new stations, completion of five others, improvements to existing fire stations, a 800 Mhz trunked radio system, and a computer aided dispatch system.

Libraries - These projects primarily consist of one growth related branch expansion, land purchases for future branch expansions, and improvements to existing branches for a total of \$7.6 million.

Parks & Recreation - These projects include various parks and park improvements financed by the \$30 million Park Development Bonds, \$26.3 million Park and Recreational Facility Bonds, \$25 million General Obligation Recreation/Cultural Bonds, and Impact Fees. Park projects are budgeted for \$85.1 million in FY 2001.

Roads - These projects total \$267.2 million and consist of right-of-way acquisition and design and construction of various County roads. The majority of the projects are those identified in the County's Five Year Road Program as adopted by the Board of County Commissioners.

Street & Drainage Improvements - These projects total \$13.3 million and are largely for infrastructure improvements to County maintained bridges, culverts, and other street pavement, curbing and canal drainage projects.

Airports - Capital projects budgeted by Airports include design for a new terminal, land acquisition, and additional taxiway and terminal improvements. These projects total \$66.2 million.

Water Utilities - These projects total \$146.9 million including water and wastewater treatment plants, system improvements, and the expansion of various existing facilities.

Mass Transit - These projects total \$22.7 million and are primarily for equipment and replacement busses.

FY 2001 Capital Budget Capital Projects by Type

Project Type	Actual FY 1999	Budget FY 2000	Estimated FY 2000	Budget FY 2001
Criminal Justice	\$2,096,857	\$10,520,956	\$725,571	\$11,803,904
Environmental Lands & Beaches	12,023,933	116,196,686	39,841,059	86,575,123
Fire-Rescue	1,736,853	12,784,311	1,507,141	21,058,287
General Government	21,053,907	107,511,429	18,027,212	192,730,579
Libraries	325,212	5,867,291	1,058,391	7,644,859
Parks and Recreation	19,956,655	89,705,170	22,764,938	85,061,112
Roads	50,239,613	221,670,278	37,263,342	267,190,299
Streets & Drainage (MSTU's)	1,659,881	10,383,460	1,083,308	13,313,503
Airports	38,592,326	85,915,992	67,487,271	66,240,443
Water Utilities	50,296,843	143,916,407	43,685,000	146,870,638
Mass Transportation	7,924,675	21,820,016	2,014,808	22,658,882
Total	\$205,906,755	\$826,291,996	\$235,458,041	\$921,147,629

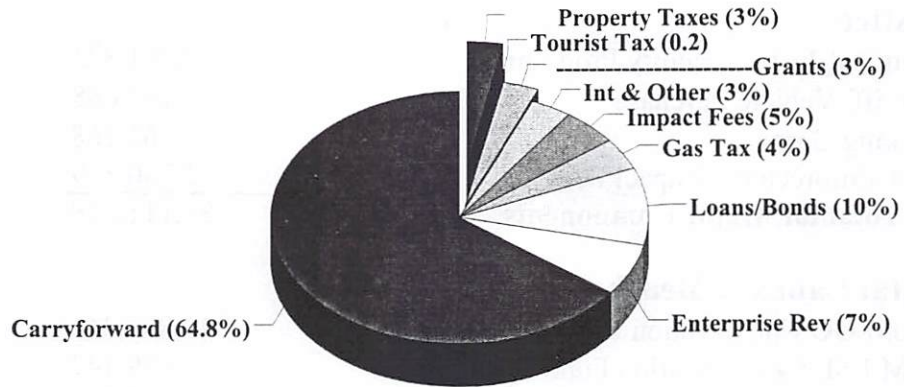
**FY 2001 Capital Budget
Funding Sources by Type of Revenue**

Taxes (Ad Valorem)	\$0
Interest	24,439,914
Gas Tax	38,183,850
Assessments	2,571,458
Impact Fees	43,960,409
Bond Proceeds	90,430,000
Other	145,337,275
Statutory Reserves	(5,288,906)
Balance Forward	<u>581,513,629</u>
Total Revenues	<u>\$921,147,629</u>

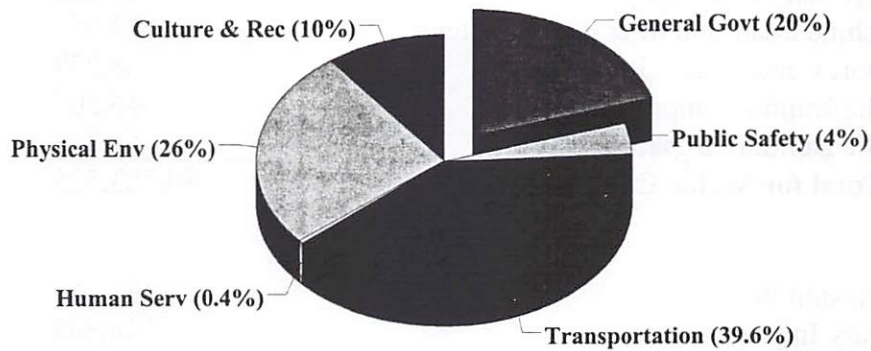
Appropriations By Category

Criminal Justice	\$11,803,904
Environmental Lands & Beaches	86,575,123
Fire-Rescue	21,058,287
General Government	192,730,579
Libraries	7,644,859
Parks	85,061,112
Road Program	267,190,299
Street & Drainage	13,313,503
Airports	66,240,443
Water Utilities	146,870,638
Mass Transit	<u>22,658,882</u>
Total Appropriations	<u>\$921,147,629</u>

Revenue Sources FY 2001 Capital Budget



Expenditures By Function FY 2001 Capital Budget



FY 2001 Capital Budget
Reserves Included in FY 2001 Capital Budget

	<u>Major Components</u>	<u>Program Totals</u>
Criminal Justice		\$3,228,103
Criminal Justice Facility Program	\$701,873	
Sheriff Vehicle Purchase	105,698	
Parking Garage	63,168	
Law Enforcement Impact Fees	2,240,889	
Total for Major Components	\$3,111,628	
Environmental Lands & Beaches		\$46,640,808
150M GO Conservation LD 1999 CTF	\$41,897,243	
50M ESL 94 Acquisition Fund	159,142	
Unit 11 Acquisition/Enhancement Fund	4,499,502	
Beach Improvements	58,121	
South Lake Worth Inlet	26,800	
Total for Major Components	\$46,640,808	
Fire-Rescue		\$2,315,186
Fire-Rescue Impact Fees	\$1,343,350	
Fire-Rescue Improvements	971,836	
Total for Major Components	\$2,315,186	
General Government		\$10,044,481
N Cty Government Center/PBSO Motor Pool	\$1,216,509	
Civic Site Cash Outs	390,994	
General Capital	1,587,162	
Sports Stadium Facility	141,867	
Sunshine Loan-800 Mhz Radio System	673,909	
Airport Center Acquisition	68,239	
Public Building Improvements	46,503	
Public Building Impact Fees	5,658,352	
Total for Major Components	\$9,783,535	
Libraries		\$4,541,800
Expansion Program	\$461,569	
Library Improvements	146,807	
Library Impact Fees	3,933,424	
Total for Major Components	\$4,541,800	

FY 2001 Capital Budget
Reserves Included in FY 2001 Capital Budget

	<u>Major Components</u>	<u>Program Totals</u>
Parks		\$25,833,950
Park Impact Fees	\$16,158,409	
Park Improvements	7,926,286	
Park Bonds	1,749,255	
Total for Major Components	<u>\$25,833,950</u>	
Road Program		\$183,971,444
Project Reserves	\$102,824,937	
Sweep Reserves	1,595,635	
Road Impact Fees	79,550,872	
Total for Major Components	<u>\$183,971,444</u>	
Street & Drainage		\$11,814,021
Program Reserves	\$11,814,021	
Total for Major Components	<u>\$11,814,021</u>	
Airports		\$23,713,308
Capital Project Reserves	\$167,075	
Airport Improvement & Development	17,663,193	
Passenger Facility Charges	4,454,951	
Noise Abatement & Mitigation	498,887	
Restricted Assets	929,202	
Total for Major Components	<u>\$23,713,308</u>	
Water Utilities		\$6,155,638
Capital Improvements	\$5,789,638	
Connection Charge Account	116,000	
Special Assesment Program	250,000	
Total for Major Components	<u>\$6,155,638</u>	
Total All Programs		<u><u>\$318,258,739</u></u>

FY 2001 Capital Budget
Revenues and Appropriations by Category

<u>Revenues</u>	<u>Criminal Justice</u>	<u>Environ. Land & Bchs.</u>	<u>Fire Rescue</u>	<u>General Gov't</u>	<u>Libraries</u>
Taxes (Ad Valorem)	\$0	\$0	\$0	\$0	\$0
Interest	449,400	2,839,432	400,000	6,151,632	210,000
Gas Tax	0	0	0	0	0
Assessments	0	0	0	0	0
Impact Fees	915,065	0	841,000	1,520,000	1,523,600
Bond Proceeds	0	0	0	74,520,000	0
Other	0	8,805,995	8,349,145	20,846,381	1,017,940
Statutory Reserves	(68,223)	(195,917)	(62,050)	(276,250)	(86,680)
Balances Forward	10,507,662	75,125,613	11,530,192	89,968,816	4,979,999

Total Revenues	\$11,803,904	\$86,575,123	\$21,058,287	\$192,730,579	\$7,644,859
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Appropriations

Projects	\$8,376,804	\$39,934,315	\$18,743,101	\$180,697,202	\$3,103,059
Transfers	198,795	0	0	700,000	0
Reserves	3,228,103	46,640,808	2,315,186	10,044,481	4,541,800
Debt Service Expense	202	0	0	1,288,896	0

Total Appropriations	\$11,803,904	\$86,575,123	\$21,058,287	\$192,730,579	\$7,644,859
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FY 2001 Capital Budget
Revenues and Appropriations by Category

<u>Parks</u>	<u>Road Program</u>	<u>Street & Drainage</u>	<u>Airports Projects</u>	<u>Water Utility Projects</u>	<u>Mass Transit Projects</u>	<u>Total</u>
\$0	\$0	\$0	\$0	\$0	\$0	\$0
3,174,000	8,394,450	510,000	2,207,000	104,000	0	24,439,914
0	38,163,000	0	0	0	20,850	38,183,850
0	0	706,458	0	1,865,000	0	2,571,458
11,005,000	28,155,744	0	0	0	0	43,960,409
0	4,910,000	0	0	0	11,000,000	90,430,000
3,958,805	14,211,676	0	37,393,201	39,116,100	11,638,032	145,337,275
(708,950)	(3,830,014)	(60,822)	0	0	0	(5,288,906)
67,632,257	177,185,443	12,157,867	26,640,242	105,785,538	0	581,513,629
\$85,061,112	\$267,190,299	\$13,313,503	\$66,240,443	\$146,870,638	\$22,658,882	\$921,147,629
\$58,977,162	\$72,575,938	\$1,499,482	\$28,493,328	\$134,950,000	\$22,658,882	\$570,009,273
250,000	10,642,917	0	14,033,807	5,765,000	0	31,590,519
25,833,950	183,971,444	11,814,021	23,713,308	6,155,638	0	318,258,739
0	0	0	0	0	0	1,289,098
\$85,061,112	\$267,190,299	\$13,313,503	\$66,240,443	\$146,870,638	\$22,658,882	\$921,147,629

**FY 2001 Capital Budget
Projects Funded from Ad Valorem Taxes**

Department/Project	Previous Funding	Requested Amount	Approved Ad Valorem Funding	Future Funding
County Cooperative Extension Service				
Mounts Botanical Garden-Fla House Element	250,000	75,000	0	47,500
Regional Botanical Garden	0	0	0	TBD
Total County Cooperative	250,000	75,000	0	47,500
Community Services				
Computer Database Mgmt System (CMSVI)	1,641,999	400,000	400,000	400,000
South Bay Head Start Transition	0	800,000	800,000	0
Total Community Services	1,641,999	1,200,000	1,200,000	400,000
Engineering - Other				
Belvedere Road Outfall Ditch	270,650	455,320	455,320	0
Camino Real Drainage	0	72,300	0	72,300
Center Street Drainage	0	43,500	0	43,500
Floral Park Drainage Ditch-Plymouth Drive	0	70,500	70,500	0
Gulfstream Road Drainage	0	148,700	148,700	0
Ixora Road Drainage Study	0	60,000	0	60,000
Limestone Creek Area Improvements	2,597,564	250,000	250,000	*
Military Trail Drainage Outfall	184,000	84,400	84,400	0
Ocean Avenue Bridge Generator Replacement	0	120,000	120,000	0
Palmetto Park Road Culvert Replacement	0	160,450	0	160,450
*Wallis Road Area Improvements	425,000	120,000	0	120,000
Total Engineering	3,477,214	1,585,170	1,128,920	456,250
* Long-Term Projects				
Environmental Resources Management				
Beach Project Funding Support	1,800,000	600,000	600,000	3,000,000
Total Environmental Resources Management	1,800,000	600,000	600,000	3,000,000
Facilities - Services Divisions				
Communications				
Recording Equip. Central Repl. - 12 Ctrms	0	297,000	297,000	0
Tele Systems Low Voltage Cabling - GCC	0	313,000	313,000	0
Tele System 1A2 Key Replacement	0	195,000	195,000	0
Tele System Replacement - Highridge	0	88,000	88,000	0
Tele System Enhancements - Various	94,000	52,000	52,000	30,000
Video Arrangement Equip. Replacement	0	55,000	55,000	0
Video Conference Centers	0	157,000	0	325,000
Total Communications	94,000	1,157,000	1,000,000	355,000
Facilities Management				
Airport Ctr 11-Carpet Replacement	0	125,000	50,000	75,000
CJC Ctrroom New Capacity A/C	45,000	250,000	250,000	0
CJC Painting Bldg A,B,C, & E, W Towers	0	110,000	110,000	440,000
Countywide Emerg Genr Replace	210,000	320,000	270,000	500,000
Delray Health-A/C Filter Upgrades	0	30,000	30,000	0
Govt Ctr ISS A/C Replacement	0	360,000	360,000	0
Govt Ctr Caulk Exterior Walls	0	120,000	120,000	250,000
Govt Ctr Elevator Upgrade - Phase II	280,000	340,000	340,000	160,000

**FY 2001 Capital Budget
Projects Funded from Ad Valorem Taxes**

Department/Project	Previous Funding	Requested Amount	Approved Ad Valorem Funding	Future Funding
Govt Ctr Carpet/Flooring Replacement	85,000	105,000	40,000	445,000
Govt Ctr & Cthse Re-Insul. Air Hand/Ducts	0	110,000	110,000	300,000
Govt Ctr Water Pump System Replacement	0	60,000	60,000	0
Lantana Health-A/C Filter Upgrades	0	30,000	30,000	0
Morikami Museum-Chiller Replacement	0	80,000	80,000	0
Mosquito Control-Potable Water Install.	0	40,000	40,000	0
S County Admin Windstorm Prot	41,768	146,000	146,000	0
S Cty Courthouse Carpet Replacement	20,000	60,000	60,000	0
Countywide Various Energy Conservation	566,000	115,000	115,000	400,000
Countywide Termite Remediation Program	0	70,000	70,000	250,000
Countywide Various Weatherproofing	400,000	172,000	172,000	400,000
Total Facilities Management	1,647,768	2,643,000	2,453,000	3,220,000
Facilities - Public Buildings, CJC & Land				
FD&O Land Acquisition	350,000	50,000	50,000	250,000
Reroofing Program - 01	1,337,000	645,000	645,000	1,765,500
Renovations Various Facilities - 01	129,500	40,000	86,000	375,000
CJC Space Planning Reallocation Study	0	60,000	0	60,000
Courthouse Express Elevator Modifications	0	95,000	0	95,000
Courthouse Security Barriers	0	65,000	65,000	0
Stockade Sanitary Sewer Conversion	0	221,000	221,000	0
SA 1st Floor Buildout-Phase 2A	0	204,750	204,750	0
SA 1st Floor Buildout-Phase 2B	0	235,000	0	235,000
S Cty Admin Complex-Landscape Impr.	0	45,000	45,000	0
Four Points HVAC Upgrade	0	400,000	400,000	830,000
Judicial Facility Master Plan Update	60,000	55,000	55,000	0
Property Appraiser Expansion-Gov. Ctr.	0	100,000	100,000	700,000
Public Health Unit Relocation	0	1,500,000	1,500,000	0
PBSO Shooting Range-Sandsbury Way Rem.	0	120,000	120,000	0
Emergency Response Svs. - Haz. Matls.	0	95,000	95,000	475,000
Lake Worth Tax Collector Parking Lot	0	0	160,000	0
Total Public Buildings	1,876,500	3,930,750	3,746,750	4,785,500
Public Safety				
Design of Pahokee Animal Shelter	0	0	0	100,000
Construction of Pahokee Animal Shelter	0	0	0	650,000
Youth Affairs Automation	10,000	50,000	20,000	80,000
Victim Services Automation	10,000	50,000	20,000	80,000
Disaster Systems - EM (ECOMM)	0	0	0	100,000
Various Computer Equipment Replacement	0	125,000	75,000	675,000
Total Public Safety	20,000	225,000	115,000	1,685,000
Information Systems Projects				
CJIS Computer System	10,749,814	6,269,000	0	12,542,200
CIVIS Computer System	9,696,368	1,499,000	1,499,000	403,000
CJIS/CIVIS Computer Equipment	9,217,653	1,226,000	111,000	990,000
CIVIS Electronic Filing System	0	202,000	202,000	3,579,000
CJIS Jail Management Project	0	0	0	7,265,000
HRMS Evaluation and Upgrade	0	479,150	479,150	479,150

**FY 2001 Capital Budget
Projects Funded from Ad Valorem Taxes**

Department/Project	Previous Funding	Requested Amount	Approved Ad Valorem Funding	Future Funding
LGFS/Advantage 2.x Enhancement	0	938,000	220,850	1,655,150
ISS New Technology	5,146,829	862,500	487,500	937,500
GIS Computer System	4,290,208	497,000	707,000	400,000
WAN Information Highway	9,565,160	2,600,000	2,250,000	4,850,000
PZB Automation	1,150,000	2,276,000	0	0
New Technology RR&I	750,000	750,125	550,125	3,280,126
Enterprise Control Center	315,000	350,000	300,000	550,000
WAN Network Capital Maintenance	750,000	800,000	800,000	3,100,000
Total Information Systems Projects	51,631,032	18,748,775	7,606,625	40,031,126
Non-Departmental Projects				
Industrial Hygiene Asbestos Abatement	418,891	40,000	0	600,000
Industrial Hygiene Lead Compliance	162,000	0	0	0
Environmental Cleanup	2,385,361	0	0	0
Reserve for CCRT (Comm Coord Revit)	0	0	1,000,000	0
Total Non-Departmental Projects	2,966,252	40,000	1,000,000	600,000
Parks & Recreation				
Commission District Reserves	10,500,000	1,400,000	1,400,000	7,000,000
CCRT Neighborhood Parks	240,000	240,000	240,000	1,200,000
North County/FIND land exchange (Juno Park)	771,000	221,000	221,000	440,000
Total Parks & Recreation	11,511,000	1,861,000	1,861,000	8,640,000
Total Ad Valorem Funded Projects	76,915,765	32,065,695	20,711,295	63,220,376
Funding Available from projected excess interest earnings and reserves which can be used to offset FY 2001 ad valorem requirements.			(2,200,000) Interest	
Parks & Recreation funding included in the General fund			(897,813) Reserves	
Beach Program funding included in the General fund			(1,861,000)	
Net Ad Valorem Funding Required-By Transfer			(600,000)	
			<u>15,152,482</u>	

FY 2001 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
County Cooperative Extension Service					
Mounts Botanical Garden	0	0	0	15,000,000	15,000,000
Facilities - Services Divisions					
Communications					
800 MHz Trunked Radio System	32,935,885	1,000,000	1,000,000	500,000	34,435,885
MidWest Community Center-Electronics	0	110,000	110,000	0	110,000
Tele System Mid-County Admin	0	190,000	190,000	0	190,000
Tele System - Parks Maintenance Comp.	0	85,000	85,000	0	85,000
Tele System - Seminole Palms Aquatics Ctr.	0	43,000	43,000	0	43,000
Total Facilities - Services Divisions	32,935,885	1,428,000	1,428,000	500,000	34,863,885
Facilities - Public Buildings & Land					
Convention Center	0	75,412,345	75,412,345		75,412,345
Improvement Various Facilities	0	1,245,000	1,245,000	500,000	1,745,000
PBSO District 3 - Build Out	0	75,400	75,400		75,400
County Industrial Facility	700,000	800,000	800,000	16,500,000	18,000,000
Total Public Buildings	700,000	77,532,745	77,532,745	17,000,000	95,232,745
ERM - Environmental Lands & Beach Improvements					
Environmentally Sensitive Land Projects					
Nat Areas Management Field Station	0	750,000	0	0	0
Bee Line Corridor	3,938,067	0	0	0	3,938,067
Corbett Buffer	6,772,376	0	0	0	6,772,376
Delray Oaks Natural Area	3,666,329	0	0	0	3,666,329
Fox Property	331,436	0	0	0	331,436
Frenchman's Forest Natural Area	6,504,687	0	0	0	6,504,687
High Ridge Scrub	1,974,537	0	0	0	1,974,537
Juno Hills Natural Area	35,821,780	0	0	0	35,821,780
Jupiter Inlet Tract/BLM	183,024	0	0	0	183,024
Jupiter Ridge Natural Area	23,829,346	0	0	0	23,829,346
Knob Jill Natural Area	24,249	0	0	0	24,249
Limestone Creek	13,807	0	0	0	13,807
Loxahatchee River Natural Area	1,279,552	0	0	0	1,279,552
Loxahatchee Slough Natural Area	28,918,551	0	0	0	28,918,551
Pope JP/IBM/Potomic	28,917	0	0	0	28,917
Prosperity Oaks	10,545	0	0	0	10,545
Rosemary Scrub Natural Area	667,878	0	0	0	667,878
Royal Palm Beach Pines Natural Area	6,655,312	0	0	0	6,655,312
Seacrest Scrub Natural Area	2,311,998	0	0	0	2,311,998
Water Catchment Buffer	1,281	0	0	0	1,281
Singer Island Seagrasslands	31,264	0	0	0	31,264
Unit 11	1,187,704	0	0	0	1,187,704
Unit 11 Phase II	183,792	0	0	0	183,792
Yamato Scrub Natural Area	10,681,229	0	0	0	10,681,229
Cost of Issuance	1,892,207	0	0	0	1,892,207
ESL Program Reserves (Funds 307,326 & 327)	0	3,643,962	3,643,962	1,844,549	5,488,511
Total ESL Program Projects	136,909,868	4,393,962	3,643,962	1,844,549	142,398,379

FY 2001 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Beach Improvement Program Projects					
Ocean Ridge Shore Protection	7,430,867	110,700	110,700	4,959,636	12,501,203
South Boca Raton Shore Prot - II	260,160	0	0	666,000	926,160
ICW Beach Sand	472,125	11,000	11,000	70,000	553,125
Lake Worth Inlet Management	144,000	20,000	20,000	115,000	279,000
Juno Beach Shore Prot.	14,000,348	1,288,600	1,288,600	12,842,530	28,131,478
Emergency Beach Projects	240,000	100,000	100,000	500,000	840,000
Palm Beach Midtown Shore Protection	699,382	210,000	210,000	587,000	1,496,382
Phipps Park SP	286,205	206,000	206,000	1,185,000	1,677,205
Singer Island SP Feasibility	227,131	0	0	493,200	720,331
North Boca Raton Shore Prot II	189,065	0	0	116,000	305,065
Coral Cove Dune Restoration III	66,500	0	0	418,004	484,504
Delray Beach Shore Protection V	374,118	251,720	251,720	4,806,147	5,431,985
South Jupiter Dune Restoration	240,700	9,517	9,517	100,886	351,103
Palm Beach/South Palm Dune Restoration	204,765	0	0	219,515	424,280
Jupiter Carlin Shore Protection II	1,140,750	6,335,144	6,335,144	903,665	8,379,559
South Lake Worth Inlet Management	200,001	45,000	45,000	455,000	700,001
Gulfstream Dune	28,000	130,004	130,004	144,243	302,247
Shoreline Protection Prog. Activities	1,357,461	130,062	130,062	1,112,714	2,600,237
Total Beach Improvement Projects	27,561,578	8,847,747	8,847,747	29,694,540	66,103,865
South Lake Worth Inlet Projects					
South Lake Worth Inlet/Seawall Rep.	0	760,000	535,000	1,125,000	1,660,000
Sand Transfer Plant Reconstruction	895,000	200,000	200,000	0	1,095,000
Total South Lake Worth Inlet Projects	895,000	960,000	735,000	1,125,000	2,755,000
Information Systems Projects					
PZB Automation	0	0	1,600,000	0	1,600,000
GIS Computer System	0	0	300,000	0	300,000
Total Information Systems Projects	0	0	1,900,000	0	1,900,000
Sheriff					
Car Replacements	17,860,000	0	0	15,000,000	32,860,000
Total Sheriff	17,860,000	0	0	15,000,000	32,860,000
Parks & Recreation					
Ocean Cay Design & Development	2,850,000	350,000	350,000	200,000	3,400,000
Riverbend/Reese Grove Development	1,969,378	700,000	700,000	4,593,000	7,262,378
Jupiter Beach Park Expansion	413,000	100,000	100,000	0	513,000
Diamondhead/Radnor Design & Devel.	50,000	75,000	75,000	400,000	525,000
Jupiter Farms Dist Park "C"	1,100,000	582,000	582,000	493,000	2,175,000
District Park "F" Acq./Design/Dev.	650,700	400,000	400,000	5,429,000	6,479,700
Loggerhead Park Improvements	200,000	200,000	200,000	0	400,000
Ocean Reef Park Improvements	0	100,000	100,000	0	100,000
Sub Total Impact Fees Zone 1	7,233,078	2,507,000	2,507,000	11,115,000	20,855,078
Cholee Park Phased Developments	1,292,000	1,000,000	1,000,000	8,260,000	10,552,000
District Park "B" Development	9,658,000	450,000	450,000	0	10,108,000
John Prince Park Administration Bldg	550,000	400,000	400,000	400,000	1,350,000
District Park "A" Aquatic Complex	3,917,136	100,000	100,000	0	4,017,136
Lake Lytal Pool Enhancements	580,000	100,000	100,000	0	680,000

FY 2001 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Junior Golf Course	1,796,000	2,400,000	2,400,000	400,000	4,596,000
Okeeheelee Golf Course Practice Fac.	0	401,000	401,000	0	401,000
Peanut Island Design & Development	3,857,316	400,000	400,000	400,000	4,657,316
Okeeheelee Park Improvements	100,000	250,000	250,000	1,000,000	1,350,000
Lake Lytal Park Improvements	800,000	400,000	400,000	500,000	1,700,000
Santaluces Aquatic Center	0	250,000	250,000	0	250,000
Seminole Palms Park Improvements	0	300,000	300,000	0	300,000
R.G. Kruesler Park Improvements	0	100,000	100,000	0	100,000
Sub Total Impact Fees Zone 2	22,550,452	6,551,000	6,551,000	10,960,000	40,061,452
Lake Ida Park Improvements	0	288,000	288,000	0	288,000
South County Regional Tennis Center	0	60,000	60,000	300,000	360,000
South County Regional Pk/Parcel "A"	3,349,000	1,490,000	1,490,000	11,900,000	16,739,000
West Boca District Park "E"	4,020,000	488,000	488,000	0	4,508,000
Caloosa Park Improvements	0	300,000	300,000	310,000	610,000
Green Cay Nature Center Design/Dev	263,000	1,500,000	1,500,000	90,000	1,853,000
Morikami Park-Master Plan Improvements	6,250,000	700,000	700,000	1,750,000	8,700,000
Aquacrest Pool/Facility Enhancement	470,000	200,000	200,000	0	670,000
Zone 3 Property Acquisition	0	300,000	300,000	3,500,000	3,800,000
Sub Total Impact Fees Zone 3	14,352,000	5,326,000	5,326,000	17,850,000	37,528,000
Total Parks & Recreation	44,135,530	14,384,000	14,384,000	39,925,000	98,444,530
County Library					
Generator	0	50,000	50,000	0	50,000
Roof Replacement Greenacres Branch	0	190,000	190,000	0	190,000
Land Purchase Summit Blvd.	0	629,240	629,240	5,211,500	5,840,740
Land Purchase Jog Road	0	539,700	539,700	0	539,700
Retrofit A/C West Atlantic Branch	0	10,000	10,000	0	10,000
Int/Ext Painting of Branches	0	38,000	38,000	0	38,000
Expansion Project Jupiter Branch	0	3,145,075	3,145,075	0	3,145,075
Total County Library	0	4,602,015	4,602,015	5,211,500	9,813,515
Fire Rescue					
Station 53 - Replacement	100,000	1,678,950	1,678,950	0	1,778,950
West Lantana Fire Station	0	231,000	231,000	1,525,309	1,756,309
800 MHz System	0	4,800,000	4,800,000	0	4,800,000
West Wellington Station	1,405,000	372,725	372,725	0	1,777,725
Computer Aided Dispatch System	0	1,750,000	1,750,000	0	1,750,000
Station 24 Expansion	0	377,475	377,475	0	377,475
Future Replacement Stations	0	0	0	4,163,131	4,163,131
West Acreage Fire Station	200,000	0	0	1,836,330	2,036,330
Station 18	1,769,000	30,000	30,000	0	1,799,000
Hagen Ranch Fire Station	1,310,500	202,500	202,500	0	1,513,000
Loggers Run Station	1,489,975	182,500	182,500	0	1,672,475
Abacoa Station	1,471,000	(33,500)	(33,500)	0	1,437,500
Vista Del Lago Station Headquarters	2,253,000	275,000	275,000	0	2,528,000
Fire Station "A"	0	0	0	2,134,804	2,134,804
Total Fire Rescue	9,998,475	9,866,650	9,866,650	9,659,574	29,524,699
Engineering - Road Program					
Details Being Developed For BCC Approval	0	46,827,083	46,827,083	0	46,827,083
Reserves for Various	0	16,426	16,426	92,000	108,426

FY 2001 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Loan Repayments	0	2,760,000	2,760,000	14,500,000	17,260,000
Transfer to Road Maintenance	0	10,498,905	10,142,917	8,000,000	18,142,917
Transfer to Mass Transit	2,512,000	850,000	500,000	0	3,012,000
Total Road Program	2,512,000	60,952,414	60,246,426	22,592,000	85,350,426
Engineering - MSTU Street & Drainage					
Operating Expenses	0	45,000	45,000	0	45,000
Capital Equipment	0	1,455,000	1,455,000	0	1,455,000
Reserves	0	11,814,000	11,814,000	0	11,814,000
Total MSTU Street & Drainage	0	13,314,000	13,314,000	0	13,314,000
Airports					
Equipment - Operations	0	20,000	20,000	0	20,000
Equipment - Administration	0	254,000	254,000	0	254,000
Equipment - Maintenance	0	333,500	333,500	0	333,500
Equipment - Crash Fire Rescue	0	350,804	350,804	0	350,804
P-New Terminal (532-A035)	4,693,559	685,426	1,685,426	0	6,378,985
P-GA Runway/Apron Rehab (532-A036)	8,316,430	989,000	989,000	0	9,305,430
P- Demolition (532-A039)	218,975	250,000	250,000	0	468,975
Airports Operations (532-A041)	0	4,000	4,000	0	4,000
P-Cabin Air Control System (532-A215)	160,000	201,000	201,000	0	361,000
P-Elevator Dehumidify (532-A217)	1,000	359,000	359,000	0	360,000
Pahokee Rehab (532-A225)	0	42,000	42,000	0	42,000
N-North County Land Acquisition (544-A005)	1,272,400	1,123,345	1,123,345	0	2,395,745
P-Avigation Easement (544-A013)	50,000	50,000	50,000	0	100,000
PBIA Environmental (544-A043)	412,242	250,000	250,000	0	662,242
P-Design/Engineering Services (544-A107)	8,067,679	500,000	500,000	0	8,567,679
P-Development Order (544-A109)	67,000	1,000	1,000	0	68,000
L-Runway Easements (544-A141)	0	75,000	75,000	0	75,000
P-Project Inspection & Admin (544-A173)	289,007	370,000	370,000	0	659,007
P-Testing & Misc Engineering (544-A175)	271,703	250,000	250,000	0	521,703
N-North County "T" Hangers (544-A183)	19,422	2,500,000	2,500,000	0	2,519,422
P-Permits & Fees (544-A186)	68,067	50,000	50,000	0	118,067
P-Overlay Taxiway D, C, & M (544-A191A)	712,000	262,250	262,250	0	974,250
N-NC Apron/Taxiway II (544-A196)	0	0	1,500,000	0	1,500,000
P-LT Parking Garage (544-A203)	1,343,100	50,000	50,000	0	1,393,100
P-Runway Extension 9I/27 (544-A210)	10,249,617	1,000,000	1,000,000	0	11,249,617
P-Terminal Improvements (544-A212)	1,050,000	1,850,000	1,850,000	0	2,900,000
P-East Terminal Water Feed (544-A213)	1,000	245,000	245,000	0	246,000
Golfview Master Plan (544-A219)	0	214,000	214,000	0	214,000
P-Concourse B (544-A220)	0	1,000,000	1,000,000	0	1,000,000
P-Digital Modeling (544-A221)	0	40,000	40,000	0	40,000
P-East Baggage Improvement (544-A223)	0	224,000	224,000	0	224,000
Lantana Airfield (544-A224)	0	86,000	86,000	0	86,000
Noise Abatement & Mitigation (556-A075)	0	100,000	100,000	0	100,000
Hillcrest Land Acquisition	694,567	200,000	200,000	0	894,567
P-Soundproofing II (556-A180)	5,088,838	2,573,600	2,573,600	0	7,662,438
P-Land Acquisition West of 9L (556-A187)	9,613,916	3,375,000	3,375,000	0	12,988,916
P-Land Acquisition West of 9L (556-A208)	1,387,548	1,387,548	1,387,548	0	2,775,096
Golfview Access Road	0	0	600,000	0	600,000
Total Airports	54,048,070	21,265,473	24,365,473	0	78,413,543

FY 2001 Capital Budget
Projects Funded from Other Than Countywide Ad Valorem Revenues

Department/Project	Previous Funding	Requested Amount	Approved Project Funding	Future Funding	Estimated Total Cost
Mass Transit					
Intermodal Transit Facility	3,870,893	0	0	4,904,559	8,775,452
Total Mass Transit	3,870,893	0	0	4,904,559	8,775,452
Water Utilities					
Water Treatment System # 1 (Plant 8)	29,851,628	7,500,000	7,500,000	0	37,351,628
Water Treatment Plant # 2	7,135,437	1,100,000	1,100,000	0	8,235,437
Water Treatment Plant # 3 & Wellfield	8,620,426	7,400,000	7,400,000	1,000,000	17,020,426
Water Treatment Plant # 3 -7 MGD Expansion	3,600,000	2,035,000	2,035,000	0	5,635,000
Water Treatment Plant # 9	38,348,123	700,000	700,000	0	39,048,123
Water Treatment Plant # 9 Expansion	16,433,185	2,100,000	2,100,000	0	18,533,185
System-Wide Improvements - Water & Sewer	15,751,490	6,170,000	6,170,000	39,000,000	60,921,490
Southern Region Water Reclamation Facility	5,706,765	5,235,000	5,235,000	5,500,000	16,441,765
Special Assessment Program	2,736,554	1,969,000	1,969,000	5,000,000	9,705,554
Total Water Utilities	128,183,608	34,209,000	34,209,000	50,500,000	212,892,608
Public Safety					
9-1-1 PSAP Upgrades/Replacement	250,000	250,000	250,000	1,000,000	1,500,000
9-1-1 Wireless Planametric Mapping	0	300,000	300,000	200,000	500,000
Total Public Safety	250,000	550,000	550,000	1,200,000	2,000,000
Total County Wide Non Ad Valorem Projects	458,715,907	250,796,006	254,340,018	211,831,722	922,987,647
Grand Totals All Projects	535,631,672	282,861,701	275,051,313	275,052,098	1,085,485,083

SUMMARY OF AD VALOREM FUNDING FOR CAPITAL

Parks & Recreation Assistance Program; Land Payment; CCRT	1,861,000
Beach Improvement Program	600,000
General Capital	15,152,482
Total Countywide	<u>17,613,482</u>
Fire Rescue	8,349,145
Library	1,017,940
Total	<u>26,980,567</u>

Impact of Capital Projects on the Operating Budget

The operating budget will increase by \$4,713,181 and 54 positions in FY 2001 due to the impact of capital projects. The additions are in the following Departments:

Facilities Development & Operations

Two positions have been added in FY2001 to manage the Convention Center project at a cost of \$150,000. In addition, \$900,000 has been allocated for advertising, direct mail, collateral materials, marketing efforts and promotional video and related publications. The Center is scheduled to open May 2003. Five new positions were added for \$158,227 with additional maintenance support of \$406,000 in FY2001 for the management and maintenance of the 800MHz System. Annual operating costs of the 800MHz System, expected to be on-line in the spring of 2001, are estimated to be \$1mil. Newly installed telephone systems and energy conservation measures continue to provide a savings of \$112,000. A new facility for the Supervisor of Elections is scheduled to open before the fall of 2001 with maintenance costs of \$77,000.

Fire Rescue

Hagen Ranch and Loggers Run fire stations will come on line in FY 2001 which will add \$2.3million in operating maintenance costs, \$495,550 in new operating equipment and 36 new positions to the department's budget. The new stations will provide reductions in the over 8 minute response time in those areas.

Parks and Recreation

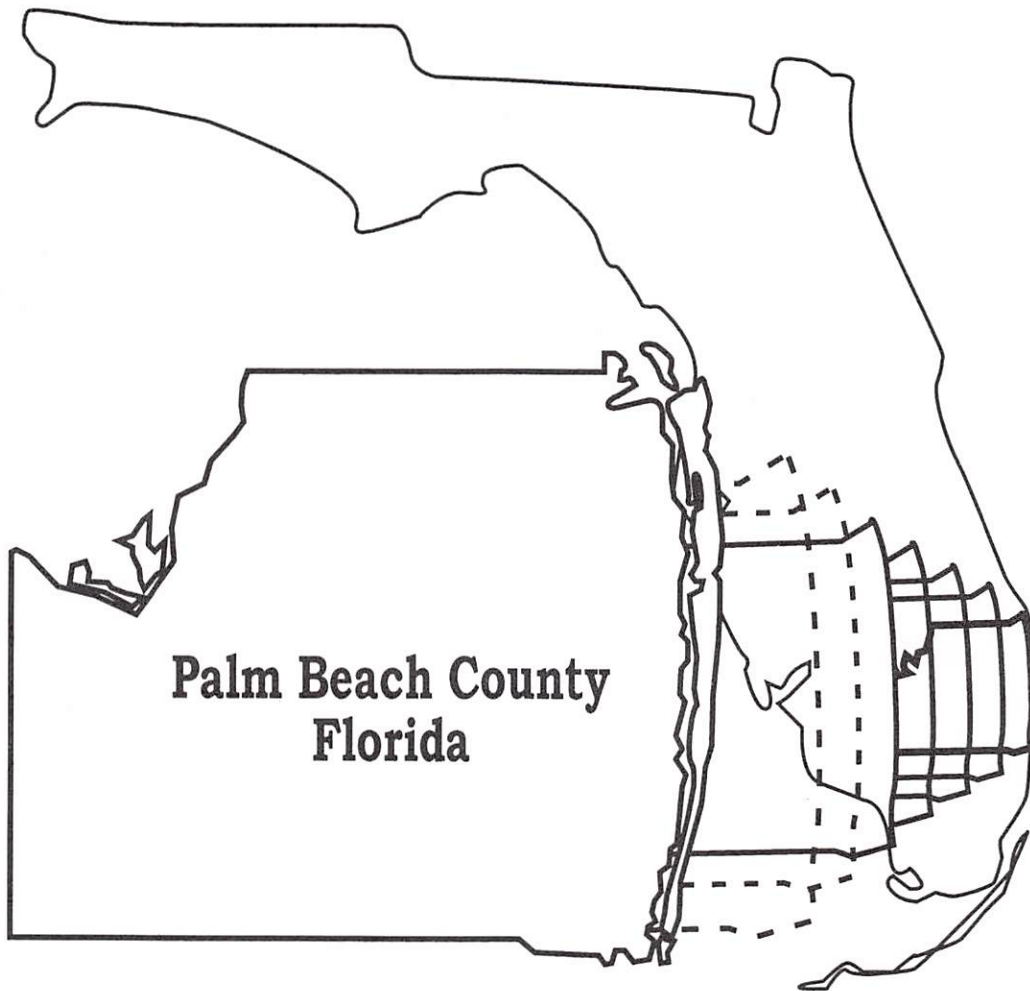
New parks for FY2001 to be funded with new positions are Peanut Island, Winston Trails, Ocean Cay, Countywide Community Revitalization Team (CCRT) parks, River Bend and District Park "B" with a total of \$368,855 and 11 positions. These projects help to maintain a consistent level of service as the population increases.

Estimated Operating Impact of Capital Projects
FY 2001 Through FY 2006
(in thousands)

	<u>FY2001</u>	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
<u>County Cooperative Extension Service</u>						
Mounts Botanical Garden-Expansion	0	0	0	0	0	32
Total	0	0	0	0	0	32
<u>County Library</u>						
Jupiter Branch Expansion	0	0	120	387	399	411
Total	0	0	120	387	399	411
<u>Facilities Devel. & Operations</u>						
Tele System Enhancements-Various	1	28	29	30	52	87
Four Points Telephone System	(80)	(80)	(80)	(80)	(80)	(80)
Mobile Data Radio System	0	177	186	192	197	203
Video Conference Centers	0	0	1	1	1	1
Supervisor of Elections-New Facility	77	86	89	92	94	97
County Industrial Facility	0	0	0	309	318	328
Energy Conservation Measures	(33)	(34)	(35)	(36)	(37)	(38)
Renovations - Various	0	0	1	1	1	1
Convention Center	1,050	1,082	1,114	1,147	1,182	1,217
800 MHZ Trunked Radios	534	1,505	1,550	1,597	1,645	1,694
800 MHZ Towers	30	31	32	33	34	35
Total	1,579	2,795	2,886	3,284	3,407	3,545
<u>Fire-Rescue</u>						
Loggers Run Fire Station	2,073	1,607	1,655	1,705	1,756	1,809
Hagen Ranch Fire Station	692	713	734	756	779	802
Vista Del Lago Fire Station	0	816	1,581	1,628	1,677	1,727
West Wellington Fire Station	0	1,607	1,655	1,705	1,756	1,808
Station #29-West Acreage	0	0	0	1,991	2,051	2,112
Fire Station "B"	0	0	0	0	0	853
West Lantana Fire Station	0	0	2,294	1,803	1,857	1,913
Total	2,765	4,743	7,919	9,588	9,876	11,025
<u>Parks & Recreation</u>						
CCRT Neighborhood Parks	13	26	52	104	208	416
District Park B	125	250	258	265	273	281
Green Cay Nature Center	0	0	150	155	159	164
Jupiter Farms District Park "C"	18	35	36	37	38	39
Jupiter Beach Park	0	20	20	21	21	22
Lake Ida Park Improvements	0	10	10	10	11	11
Loggerhead Park Improvements	5	5	5	5	5	6
Morikami Park Improvements	0	0	50	52	53	55
Peanut Island - Phase I & II	89	89	92	94	97	100
Ocean Cay Park	38	150	155	159	164	169
Ocean Reef Park Improvements	5	5	5	5	5	6
Riverbend/Reese Groves	0	100	100	100	100	100
Winston Trails Community Park	76	78	81	83	86	88
Total	369	768	1,013	1,090	1,222	1,456
<u>Public Safety</u>						
Highridge Recreational Facilities	0	1	1	1	1	1
Total	0	1	1	1	1	1
Grand Total	4,713	8,307	11,940	14,351	14,904	16,470



Debt Service



Debt Service Overview

This section of the Budget Document provides comprehensive information regarding Palm Beach County's Debt Service (principal and interest related to long-term debt) for FY 2001, and in future years.

Summary of Outstanding Bond Issues and Installment Debt

The table on pages G-2 and G-3 shows that there are currently thirty-two County bond issues. Seven are General Obligation issues, seventeen are Non-Self Supporting Revenue bonds, and eight are Self-Supporting Enterprise Issues. At original issue, total debt is \$1,346.8 million. Including Solid Waste Authority, the total outstanding debt includes thirty-eight issues with an original issue value of \$1,800.0 million.

Debt Service Summary by Function FY 2001

The table on page G-4 shows that the FY 2001 funding requirement is \$99.5 million for County debt. This amount includes interest payments, principal, and fiscal charges on the debt.

Future Debt Service Requirements After FY 2001

The table on page G-5 summarizes Debt Service requirements after FY 2001, based on currently outstanding County bond issues and other debt. The amounts are as follows:

FY 2002	-	\$ 99.6 million
FY 2003	-	\$ 93.2 million
FY 2004	-	\$ 93.1 million
FY 2005	-	\$ 91.9 million
FY 2006	-	\$ 91.7 million
Future	-	\$743.3 million

Debt Service Ratios

Page G-6 provides a variety of statistical information, expressing the County's Debt Service in terms of ratios. Based on these ratios, Palm Beach County is in a healthy debt capacity position.

Debt Service By Fund

The tables on pages G-8 through G-21 provide the FY 2001 budgeted amounts for principal, interest, fiscal charges, and debt service reserve for each Debt Service fund. Also included are brief budget comments detailing the main highlights of each Debt Service fund.

**Summary of Outstanding Bond Issues and Installment Debt
as of October 1, 2000**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Amount Outstanding</u>
<u>General Obligation Debt</u>					
50M ESL Bonds, Series 1991	Acquisition of environmentally sensitive lands	\$50,000,000	10/15/91	10/01/06	\$4,630,000
50M ESL Bonds, Series 1994	Acquisition of environmentally sensitive lands	50,000,000	12/20/94	12/01/14	12,480,000
Refunding Bonds, Series 1993	Refund 30M Park issue 1987 for Countywide regional park improvements	23,375,000	06/15/93	07/01/02	6,230,000
Refunding Bonds, Series 1994B	Refund outstanding Bond issue for acquisition and improvement of beach and park sites and acquisition of environmentally sensitive lands	57,440,000	02/01/94	07/01/11	43,050,000
Refunding Bonds, Series 1998	Refund portion of Series 1991 & 1994 GO Bonds for acquisition of environmentally sensitive lands	45,625,000	04/01/98	12/01/14	43,755,000
25M Bonds, Series 1999A	Acquisition, Construction, and/or Capital Improvements to Recreation & Cultural Facilities	25,000,000	10/01/99	08/01/19	24,025,000
75M Bonds, Series 1999B	Acquisition of Environmentally Sensitive Lands, Water Resources, Greenways, Agriculture Lands & Open Spaces	<u>75,000,000</u>	11/01/99	08/01/19	<u>71,685,000</u>
Total - General Obligation Bonds		<u>\$326,440,000</u>			<u>\$205,855,000</u>
<u>Non Self-Supporting Revenue Bonds</u>					
Glades Health Facility Bonds	Construction and improvements to a Health Department Clinic in the Glades	\$1,000,000	12/28/84	09/01/04	\$295,000
Pooled Financing (Sunshine Pool - 2 issues)	Land acquisition; construction and improvements to various general government and Fire Rescue buildings	50,875,000	05/01/87	05/01/16	22,885,000
		10,000,000	05/31/88	07/01/04	3,565,000
Criminal Justice Facilities Bonds-Series 1990	Construction of Judicial Center and Detention Facility	233,620,000	06/15/90	06/01/15	37,915,000
Airport Centre Rev Bonds-1992	Purchase Airport Centre Building Complex	10,470,000	11/01/92	08/01/13	7,940,000
Crim Justice Fac Refunding Bonds-Series 1993	Partial refunding of 233M issue series 1990 for construction of CJC facilities	117,485,000	05/15/93	06/01/11	114,970,000
Revenue Refunding Bonds-1993	Refund Series 1986 Public Improv. Bonds	26,515,000	04/01/93	10/01/06	13,910,000
Admin Complex Rev Ref-1993	Refund Public Building Series 1986	22,245,000	05/05/93	06/01/11	15,690,000
Beach Acquisition Rev Ref-1993	Refund Beach Acquisition Series 1986	30,730,000	08/12/93	11/01/07	19,350,000
Crim Justice Facilities Bonds - Series 1994	Construction of Criminal Justice Facilities	26,380,000	04/01/94	06/01/15	21,705,000
Public Improvement Rec. Fac. Rev Bonds, Series 1994	Construction and development of a public Golf Course	8,585,000	07/15/94	07/01/14	7,170,000
Public Improvement Rev. Bonds, Series 1995	Judicial Center Parking Facilities	15,175,000	12/01/95	11/01/15	13,150,000
Stadium Facilities Construction of Revenue Bond, Series 1997	Spring Training Baseball Stadium	28,010,000	12/01/96	12/01/16	25,250,000
Criminal Justice Fac. Refunding Bonds, Series 1997	Partial refunding of 233M issue series 1990 for construction of CJC facilities	32,775,000	08/01/97	06/01/13	32,655,000

**Summary of Outstanding Bond Issues and Installment Debt
as of October 1, 2000**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Maturity Date</u>	<u>Amount Outstanding</u>
Parks & Recreation Fac. Revenue Bonds, Series 1996	Acquisition & Construction of Parks & Recreation Facilities	26,300,000	09/01/96	11/01/16	23,770,000
Revenue Improvement Bonds, Series 1997	Construction of N. County Courthouse and Sheriff's Motor Pool	22,425,000	12/01/97	12/01/17	20,930,000
Sunshine Pool Loan, Series 2000	Purchase and construction of 800MHz Radio System & Supervisor of Elections Building	20,280,000	08/04/00	08/01/20	20,280,000
Total - Non Self-Supporting Revenue Bonds		682,870,000			401,430,000
<u>Self-Supporting Revenue Bonds</u>					
Water & Sewer Revenue Series 1985	Provide funding for buyout of South Palm Beach Utilities	\$18,645,000	06/13/85	10/01/11	\$13,745,000
Water & Sewer Revenue Series 1993A	Provide funding for capital expansion of existing water & sewer systems	15,000,000	08/31/93	10/01/13	12,325,000
Water & Sewer Revenue Refunding Series 1993B	Defease portion of series 1989 callable 10/1/98 in the amount of \$27,183,000	29,875,000	08/31/93	10/01/09	26,375,000
Water & Sewer Revenue Series 1995	Provide funding for a portion of construction of certain addition to water & wastewater fac.	54,650,000	11/01/95	10/01/11	49,725,000
Water & Wastewater Revenue Series 1998	Provide funding to assist in financing five year CIP	30,000,000	06/01/98	10/01/17	28,710,000
Airport System Subordinated Indebtedness, Series 1989	Provide funding to pay expenses of Series 1991 Refunding Bonds	3,850,000	06/01/89	10/01/10	2,965,000
Airport System, Series 1991	Refund portion of Series 1984	94,815,000	09/30/91	10/01/10	91,495,000
Airport System, Series 1992	Refund Series 1984; Improvements to Palm Beach International Airport	90,690,000	02/01/92	10/01/14	59,380,000
Sub-total-Direct County Self-Supporting Debt		337,525,000			284,720,000
Solid Waste Authority Revenue Refunding Bonds, Series 1992	Refund portion of Series 1989; Retire 1991 bond anticipation note, provide capital funding	58,510,000	11/24/92	11/01/09	38,390,000
Solid Waste Authority Revenue Refunding Bonds, Series 1997	Refund a portion of Series 1984 Bonds	266,590,000	03/15/97	12/01/10	245,855,000
Solid Waste Authority Revenue Bonds, Series 1997	To fund a portion of the escrow for the refunding of Series 1984 Bonds	33,885,000	03/15/97	10/01/11	33,885,000
Solid Waste Authority Note Payable 1997	To refund a portion of Series 1984 Bonds and terminate swap with AIG	38,565,000	03/15/97	10/01/00	9,605,000
Solid Waste Authority Revenue Refunding Bonds, Series 1998A	Refunding Bonds \$2,165,000 current interest bonds and \$34,240,432 Capital Appreciation Bonds	36,405,432	08/01/98	10/01/08	36,405,432
Solid Waste Authority Revenue Refunding Bonds, Taxable Series 1998B	Refunding Bonds	19,170,000	08/01/98	10/01/02	13,715,000
Sub-Total Solid Waste Authority		453,125,432			377,855,432
Total - Combined Self-Supporting Revenue Bonds		\$790,650,432			\$662,575,432
Sub-Total - All County Direct Budgetary Controlled Debt		\$1,346,835,000			\$892,005,000
Total - Combined All Debts		\$1,799,960,432			\$1,269,860,432

Note: Solid Waste Authority is responsible for the issuance and control of their debt requirements. As a result of a change in State law, the Palm Beach County Board of County Commissioners now has oversight responsibility over the Solid Waste Authority and accordingly, the Solid Waste Authority is now included in the County's Comprehensive Annual Financial Report.

Debt Service Summary by Function
FY 2001

<u>Fund</u>	<u>Amount</u>	<u>General Government</u>	<u>Physical Environment</u>	<u>Transportation</u>	<u>Principal</u>
25M GO Bonds, 1999	\$2,086,548	\$1,296,548			\$790,000
150M GO Bonds, 1999	6,050,618	3,610,618			2,440,000
45.62M GO Ref Bonds, 1998	2,431,854	2,031,854			400,000
50M ESL GO Bonds, 1994	2,516,461	721,461			1,795,000
23.375M GO Ref Bonds, 1993	3,333,005	298,005			3,035,000
50M ESL GO Bonds, 1991	2,563,665	348,665			2,215,000
59.39M GO Ref Bonds, 1994	4,768,570	2,073,570			2,695,000
28.01M Stadium Fac Rev Bonds, 1996	2,243,524	1,248,524			995,000
26.3M Parks & Rec Fac Rev Bonds, 1996	2,108,437	1,193,437			915,000
1M Glades Health Facility	84,750	14,750			70,000
10.47M Airport Centre Rev Bonds, 1992	893,775	463,775			430,000
22.425M Rev Improvement Bonds, 1997	1,738,411	943,411			795,000
15.175M Jud Ctr Prkg Fac Rev Bonds, 1995	1,201,967	626,967			575,000
8.585M Pub Impr Rec Fac Rev Bonds, 1994	763,655	408,655			355,000
30.73M Beach Acq Rev Ref Bonds, 1993	2,958,055	913,055			2,045,000
79.24M Convention Center Rev Bonds, 2000	2,113,496	2,113,496			0
26.515M Rev Ref Bonds, 1993	2,757,555	707,555			2,050,000
233.6M Crim Justice Fac Rev Bonds, 1990	2,730,180	2,730,180			0
117.485M CJC Ref Bonds, 1993	14,085,820	6,060,820			8,025,000
26.38M CJC Completion Bonds, 1994	2,222,515	1,262,515			960,000
32.775M CJC Ref Bonds, 1997	1,878,213	1,878,213			0
22.245M Adm Complex Rev Ref Bonds, 1993	1,907,355	807,355			1,100,000
81.155M Sunshine Pool (1)	5,214,862	2,304,862			2,910,000
Water Utilities Bonds (2)	14,759,000		\$6,613,000		8,146,000
Airport Bonds (3)	16,045,601			\$10,445,601	5,600,000
SUB-TOTAL DIRECT COUNTY	99,457,892	34,058,291	6,613,000	10,445,601	48,341,000
Solid Waste Authority (4)	40,509,599		17,933,766		22,575,833
Total Combined	\$139,967,491	\$34,058,291	\$24,546,766	\$10,445,601	\$70,916,833

NOTE: The expenditures included in the General Government column represent only interest payments and fiscal charges on general obligation and non self-supporting debt.

The expenditures in the Physical Environment and the Transportation columns represent interest payments and fiscal charges on self-supporting debt. Water Utilities budgets the October 1 principal and interest projected in the current year; however, for financial statement purposes, it is recorded in the year of payment. Solid Waste Authority is added due to reporting entity concept.

The expenditures included in the Principal column represent payments of principal only for any County bonds.

(1) Three borrowings

(3) Two borrowings

(2) Four borrowings

(4) Six borrowings

**Future Debt Service Requirements
After FY 2001**

<u>Fiscal Year</u>	<u>General Obligation</u>	<u>Non Self-Supporting Revenue</u>	<u>Self-Supporting Revenue</u>	<u>Sub-Total Direct County Debt</u>	<u>Solid Waste Authority</u>	<u>Total Debt</u>
2002	\$23,735,700	\$42,809,314	\$30,095,921	\$96,640,935	\$40,509,315	\$137,150,250
2003	20,317,546	42,727,158	30,116,883	93,161,587	40,510,637	133,672,224
2004	20,410,561	42,622,249	30,029,599	93,062,409	40,507,953	133,570,362
2005	20,328,391	41,423,744	30,131,643	91,883,778	40,511,858	132,395,636
2006	20,313,183	41,328,799	30,027,383	91,669,365	40,512,026	132,181,391
Future	<u>172,444,536</u>	<u>344,822,451</u>	<u>226,080,832</u>	<u>743,347,819</u>	<u>267,427,101</u>	<u>1,010,774,920</u>
Total	<u>\$277,549,917</u>	<u>\$555,733,715</u>	<u>\$376,482,261</u>	<u>\$1,209,765,893</u>	<u>\$469,978,890</u>	<u>\$1,679,744,783</u>

Note: This table includes only principal and interest on currently outstanding bond issues including certain installment purchases payable.

General Obligation Debt refers to tax supported bond issues.

Non Self-Supporting Revenue Debt refers to those bond issues and other debt which are supported from specific revenue sources other than property taxes or enterprise earnings. Examples of this category would include pledges of gas taxes, sales tax revenue, State revenue sharing or other non ad valorem revenues.

Self-Supporting Debt refers to the bonds of the County's enterprise operations which generate sufficient revenues to satisfy their own debt service needs. This category includes the County Airport and Water Utilities. Solid Waste Authority (another Enterprise operation) is added due to the reporting entity concept.

Debt Service Ratios

Ratios

The table on page G-7 describes various debt ratios used to present and analyze the debt position and capabilities of the County.

Net Tax Supported Debt to Taxable Property Values

The first significant ratio is the ratio of net tax supported debt to taxable property values. This ratio indicates the proportion of tax supported debt (general obligation or voted debt), net of any debt service reserves, to the taxable values that can be assessed to support that debt.

Ratios in the range of 3% to 5% are considered acceptable. Palm Beach County currently has a ratio of 0.26%.

Net Tax Supported Debt per Capita

The second significant ratio is net tax supported debt per capita. This ratio indicates the net amount of tax support debt per person in the County.

Generally, per capita debt ratios of \$300 to \$500 are considered acceptable. Palm Beach County currently has a ratio of less than \$200 per person for outstanding bond issues.

Other Ratios

Two other significant ratios are the ratio of the annual debt service on tax supported debt to total government operating expenses; and, the ratio of the annual debt service on non-self-supporting revenue bonds to total governmental operating expenses.

These ratios indicate what proportion of the annual budget is going to debt service for governmental operations. The desirable budget sum of these two ratios should be less than 10%. Palm Beach County's ratios sum to 9.0% for FY 2001 with a projected decrease to 6.6% by FY 2005.

Restriction on Future Issuance on Non-Ad Valorem Debt

The County has covenanted in each fiscal year that its total non-self supporting debt service shall not exceed 50% of the non-ad valorem revenues of the County. Additionally, the County has covenanted that the aggregate principal amount of non-self supporting debt bearing a variable interest rate will not exceed 25% of the aggregate principal amount of non-self supporting debt.

These ratios for the FY 2001 Budget are 17.2% and 11.5%, respectively and decline over the next 5 years.

In summary, Palm Beach County continues to be in a very strong debt capacity position and has untapped borrowing power for the future.

Debt Service Data

	<u>FY 1999 Actual</u>	<u>FY 2000 Projected</u>	<u>FY 2001 Projected</u>	<u>FY 2002 Projected</u>	<u>FY 2003 Projected</u>	<u>FY 2004 Projected</u>	<u>FY 2005 Projected</u>
Tax Supported debt (Net)	\$119,835,000	\$205,855,000	\$192,485,000	\$178,415,000	\$167,030,000	\$155,030,000	\$142,540,000
Taxable Values (in \$1000's)	\$67,459,795	\$72,097,870	\$74,467,059	\$77,467,059	\$80,467,059	\$83,467,059	\$86,467,059
Ratio of Net Tax Supported Debt to Taxable Values	0.18%	0.29%	0.26%	0.23%	0.21%	0.19%	0.16%
Population Estimates	1,042,198	1,062,400	1,082,140	1,102,240	1,122,420	1,142,560	1,162,700
Net Tax Supported Debt per Capita	\$115	\$194	\$178	\$162	\$149	\$136	\$123
General Operating Expenditures	\$654,000,248	\$694,875,264	\$738,304,967	\$784,449,028	\$833,477,092	\$885,569,410	\$940,917,499
Annual Debt Service Tax Supported Debt	\$17,148,978	\$23,374,913	\$23,735,300	\$23,735,700	\$20,317,546	\$20,410,561	\$20,328,391
Ratio of Annual Debt Service on Tax Supported Debt to General Operating Expenditures	2.6%	3.4%	3.2%	3.0%	2.4%	2.3%	2.2%
Annual Debt Service Non Self- Supporting Revenue Bond Debt	\$42,326,337	\$44,632,570	\$42,919,747	\$42,809,314	\$42,727,158	\$42,622,249	\$41,423,744
Ratio of Annual Debt Service on Non Self-Supporting Revenue Bond Debt to General Operating Expenditures	6.5%	6.4%	5.8%	5.5%	5.1%	4.8%	4.4%
Non Ad Valorem Revenues	\$243,319,443	\$244,500,000	\$249,390,000	\$256,871,700	\$264,577,851	\$272,515,186	\$280,690,642
Ratio of Annual Debt Service Non Self-Supporting Revenue Bond Debt to Non Ad Valorem Revenues	17.4%	18.3%	17.2%	16.7%	16.1%	15.6%	14.8%
Ratio of Variable Rate Non Self- Supporting Debt to Total Non Self-Supporting Debt	6.5%	11.6%	11.5%	11.4%	11.3%	11.1%	11.3%

Debt Service by Fund

\$50M Environmental Sensitive Land General Obligation Bonds, Series 1991

	<u>Amount Budgeted</u>
Principal	\$2,215,000
Interest	346,665
Paying Agent Fees	<u>2,000</u>
Total	<u>\$2,563,665</u>

Budget Comment

This fund provides for the debt service on the initial \$50,000,000 voted bond issue for the purchase of Environmentally Sensitive Lands. The bonds were issued in FY 1992 and the proceeds were used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. The second issue of \$50,000,000 for the same purpose was sold in FY 1995. In FY 1998, a portion of the series 1991 Bonds were refunded by the Series 1998 Bonds. Funds to retire the bonds are provided from ad valorem taxes.

\$23.375M General Obligation Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$3,035,000
Interest	296,005
Paying Agent Fees	<u>2,000</u>
Total	<u>\$3,333,005</u>

Budget Comment

This fund provides for the debt service on the Refunding Bonds, Series 1993 issued for the purpose of providing a portion of the funds required to pay the cost of refunding \$21,485,000 of the Series 1987 Park Bond Issue. These bonds mature in 1994 through 2002 and carry an interest rate of 2.65% to 4.8%. Interest is payable on January 1, 1994 and each July and January 1 thereafter. The original bonds were issued by the County for the purpose of providing the funds required to finance the cost of improving and developing public parks and recreation facilities in the County. Funds to retire the bonds are provided from ad valorem taxes.

Debt Service by Fund

\$50M Environmental Sensitive Land General Obligation Bonds, Series 1994

	<u>Amount Budgeted</u>
Principal	\$1,795,000
Interest	717,541
Paying Agent Fees	<u>3,920</u>
Total	<u>\$2,516,461</u>

Budget Comment

This fund provides for the debt service on the second \$50,000,000 voted bond issue for the purchase of Environmentally Sensitive Lands. The proceeds are to be used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. In FY 1998, a portion of the Series 1994 Bonds were refunded by the Series 1998 bonds. Funds to retire the bond are provided from ad valorem taxes.

\$59.39M General Obligation Refunding Bonds, Series 1994

	<u>Amount Budgeted</u>
Principal	\$2,695,000
Interest	2,068,570
Paying Agent Fees	<u>5,000</u>
Total	<u>\$4,768,570</u>

Budget Comment

This fund provides for the debt service on the \$59,390,000 General Obligation Refunding Bonds issued in 1994. The bonds are in \$5,000 denominations, mature from 1994 through 2011, and pay annual interest of 2.5% to 6.75%. Funds to retire the bonds are provided from ad valorem taxes.

Debt Service by Fund

\$45.625M General Obligation Refunding Bonds, Series 1998

	<u>Amount Budgeted</u>
Principal	\$400,000
Interest	2,030,354
Paying Agent Fees	<u>1,500</u>
Total	<u>\$2,431,854</u>

Budget Comment

This fund provides for the debt service on the Refunding Bonds, Series 1998 issued for the purpose of providing the funds required (1) to refund a portion of the County's General Obligation Bonds, Series 1994 and Series 1991 and (2) to pay the costs of issuing the Bonds. The Bonds are issued in \$5,000 Denominations, mature from 1998 to 2014, and pay annual interest of 3.5% to 5.5%. Funds to retire the bonds are provided from ad valorem taxes.

\$25M General Obligation Bonds (Recreation and Cultural Facilities), Series 1999A

	<u>Amount Budgeted</u>
Principal	\$790,000
Interest	1,296,048
Paying Agent Fees	<u>500</u>
Total	<u>\$2,086,548</u>

Budget Comment

This fund provides for the debt service on the \$25,000,000 voted bond issue for the purchase of recreational and cultural facilities. The bonds were issued in FY 2000 and the proceeds were to be used to pay the cost of acquisition, construction, and/or capital improvements to certain recreational and cultural facilities within the County. The bonds mature from 2000 through 2019 and carry an interest rate of 3.8% to 5.75%. Funds to retire the bonds are provided from ad valorem taxes.

Debt Service by Fund

\$75M General Obligation Bonds, Series 1999B

	<u>Amount Budgeted</u>
Principal	\$2,440,000
Interest	3,610,118
Paying Agent Fees	<u>500</u>
Total	<u>\$6,050,618</u>

Budget Comment

The fund provides for debt service on the \$75,000,000 voted bond issue for the purpose of financing the acquisition of and, in specific instances, the cost of certain capital improvements to, environmentally sensitive lands, land for water resources, greenways, agricultural lands, and open space. The bonds mature from 2000 to 2019, and pay annual interest of 3.8% to 5.63%.

\$1M Glades Health Facility Revenue Bond

	<u>Amount Budgeted</u>
Principal	\$70,000
Interest	14,750
Debt Service Reserve	<u>85,000</u>
Total	<u>\$169,750</u>

Budget Comment

This fund provides for the debt service on the \$1 Million Glades Health Facility construction bonds. The bonds mature from 1986 to 2004 and pay annual interest of 5%. Funding for the retirement of the bonds is provided by rental income from the facility.

Debt Service by Fund

\$60.875M Sunshine Pool Loans

	<u>Amount Budgeted</u>
Principal	\$2,245,000
Interest	1,293,067
Recurring Issue Costs	63,330
Paying Agent Fees	<u>19,665</u>
Total	<u>\$3,621,062</u>

Budget Comment

This fund provides for the debt service on the \$60,875,000 pooled financing loans. Proceeds were used to finance land acquisition, construction, and improvements to various general government buildings. This is a pooled financing arrangement with a variable interest rate. The original loan, \$50,875,000, was dated May 1, 1987, with a maturity date of 2016. On May 31, 1988, an additional \$10,000,000 was borrowed and is to be repaid over a 15 year period. The source of funding for these loans is legally available non-ad valorem revenues.

20.28M Sunshine Pool Loan - 2000

	<u>Amount Budgeted</u>
Principal	\$665,000
Interest	860,200
Paying Agent Fees	<u>68,600</u>
Total	<u>\$1,593,800</u>

Budget Comment

This fund provides for the debt service on the \$20,280,000 pooled financing loan. Proceeds will be used to finance the 800 Mhz Radio System and the Supervisor of Elections building. This is a pooled financing arrangement with a variable interest rate. The loan was dated August 1, 2000, with a maturity date of 2020. The source of funding for these loans are legally available non-ad valorem revenues.

Debt Service by Fund

\$233.6M Criminal Justice Facilities Revenue Bonds, Series 1990

	<u>Amount Budgeted</u>
Principal	\$0
Interest	2,729,880
Paying Agent Fees	<u>300</u>
Total	<u>\$2,730,180</u>

Budget Comment

This fund provides for the debt service on the Criminal Justice Facilities Revenue Bonds, Series 1990. The Bonds are dated June 15, 1990 and were issued in \$5,000 denominations. The serial portion of the bonds mature from 1994 to 2005 and pay annual interest of 6.3% to 7.2%.

In FY 1993, \$120,770,000 of bonds were refunded by the \$117,485,000 Criminal Justice Revenue Refunding Bonds, Series 1993. In FY 1997, \$33,550,000 of bonds were refunded by the \$32,775,000 Criminal Justice Revenue Refunding Bonds, Series 1997. A total of \$57,925,000 of the original Series 1990 Bonds remained outstanding in 1997. The principal source of funding for this issue is non ad valorem revenues, currently sales tax.

\$10.47M Airport Centre Revenue Bonds, Series 1992

	<u>Amount Budgeted</u>
Principal	\$430,000
Interest	463,415
Paying Agent Fees	<u>360</u>
Total	<u>\$893,775</u>

Budget Comment

This fund provides for the debt service on the \$10,470,000 bonds issued in FY 1993 for the construction and purchase of a County office facility primarily for the Planning, Zoning and Building Department and Engineering Department. The objective is to provide for a one-stop permitting center and to establish sufficient office space for County operations through the year 2010. The bonds mature from 1994 to 2013 and carry an annual interest rate of 3.4% to 6%. The principal source of funding is non-ad valorem revenues, currently sales tax.

Debt Service by Fund

\$117.485M Criminal Justice Facilities Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$8,025,000
Interest	6,060,070
Paying Agent Fees	<u>750</u>
Total	<u><u>\$14,085,820</u></u>

Budget Comment

This fund provides for the debt service for the advance refunding of \$120,770,000 of the original \$233.6M Criminal Justice Facilities Revenue Bonds, series 1990. The Bonds mature from 1994 to 2011 and carry an annual interest rate of 2.75% to 5.375%. The principal source of funding for both issues is non-ad valorem revenues, currently sales tax.

\$26.515M Revenue Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$2,050,000
Interest	705,555
Paying Agent Fees	<u>2,000</u>
Total	<u><u>\$2,757,555</u></u>

Budget Comment

This fund provides for the debt service on the \$26,515,000 Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and defease the County's Revenue Bonds, Series 1986. The Bonds mature from 1993 to 2006 and carry an annual interest rate from 2.6% to 5.3%. The major funding source for the debt service is non-ad valorem revenues, currently sales tax.

Debt Service by Fund

\$22.245M Administrative Complex Revenue Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$1,100,000
Interest	804,755
Paying Agent Fees	<u>2,600</u>
Total	<u>\$1,907,355</u>

Budget Comment

This issue provided funds to refund the Palm Beach County Public Building Corporation, Inc. (Administrative Complex) Revenue Refunding Bonds, Series 1986. The Bonds mature from 1994 to 2006 and carry annual interest rates from 3% to 5.2%. The main source of funding for the debt service is non-ad valorem revenues, currently sales tax.

\$30.73M Beach Acquisition Revenue Refunding Bonds, Series 1993

	<u>Amount Budgeted</u>
Principal	\$2,045,000
Interest	910,555
Paying Agent Fees	2,500
Debt Service Reserve	<u>2,955,555</u>
Total	<u>\$5,913,610</u>

Budget Comment

This fund provides for the debt service on the \$30,730,000 Beach Acquisition Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and defease the County's Beach Acquisition Bonds, Series 1986 and make a deposit to the Debt Service Reserve Account in the amount of the Debt Service Reserve requirement for the Series 1993 Bonds. The Bonds mature from 1993 to 2007 and carry an annual interest rate from 2.5% to 5.25%. The funding source for the debt service is non-ad valorem revenues, currently sales tax.

Debt Service by Fund

\$26.38M Criminal Justice Facilities Completion Bonds, Series 1994

	<u>Amount Budgeted</u>
Principal	\$960,000
Interest	1,261,965
Paying Agent Fees	<u>550</u>
Total	<u>\$2,222,515</u>

Budget Comment

This fund provides for the debt service on the Criminal Justice Facilities Completion Bonds, Series 1994. In 1990, \$260,000,000 in bonds were originally authorized to be issued for various criminal justice projects of which \$233,600,000 in bonds were issued. The 1994 completion bonds were issued to fund the construction of the new Belle Glade Jail and completion of the Criminal Justice Facilities. The major funding source is non-ad valorem revenues, currently sales tax.

\$8.585M Public Improvement Recreational Facility Revenue Bonds, Series 1994

	<u>Amount Budgeted</u>
Principal	\$355,000
Interest	408,105
Paying Agent Fees	<u>550</u>
Total	<u>\$763,655</u>

Budget Comment

This fund provides for the debt service on the revenue bonds issued in FY 1994 for the construction of a golf course in the Okeeheelee Park facility. Funding for the retirement of the bonds is provided from the net operating revenues of the golf course.

Debt Service by Fund

\$15.175M Judicial Center Parking Facilities Revenue Bonds, Series 1995

	<u>Amount Budgeted</u>
Principal	\$575,000
Interest	626,192
Paying Agent Fees	<u>775</u>
Total	<u>\$1,201,967</u>

Budget Comment

This fund provides for the debt service on the \$15,175,000 bonds issued in FY 1996 for the construction of a parking facility adjacent to the new Criminal Justice Facility. Funds for the retirement of the bonds are legally available non-ad valorem revenues, currently sales tax.

\$26.3M Parks and Recreation Facilities Revenue Bonds, Series 1996

	<u>Amount Budgeted</u>
Principal	\$915,000
Interest	1,192,837
Paying Agent Fees	<u>600</u>
Total	<u>\$2,108,437</u>

Budget Comment

This fund provides for the debt service on the \$26,300,000 bonds issued in FY 1996 for the acquisition and construction of certain public parks and recreation facilities within Palm Beach County. The bonds mature annually for 20 years and the funds for retirement of the bonds are legally available non-ad valorem revenues, currently sales tax.

Debt Service by Fund

\$28.01M Stadium Facilities Revenue Bonds, Series 1996

	<u>Amount Budgeted</u>
Principal	\$995,000
Interest	1,247,294
Paying Agent Fees	<u>1,230</u>
Total	<u>\$2,243,524</u>

Budget Comment

This fund provides for the debt service on the \$28,010,000 Stadium Bonds issued in FY 1997 for the baseball stadium facilities located in the town center of ABACOA, a community in Jupiter, Florida. The bonds mature annually for 20 years and the funds for retirement of the bonds are legally available non-ad valorem revenues.

\$32.775M Criminal Justice Facilities Refunding Bonds, Series 1997

	<u>Amount Budgeted</u>
Interest	\$1,877,663
Paying Agent Fees	<u>550</u>
Total	<u>\$1,878,213</u>

Budget Comment

This fund provides for the debt service for the advance refunding of \$33,550,000 of the original \$233.6M Criminal Justice Facilities Revenue Bonds, Series 1990. The bonds mature in 1998, 2012 and 2013 and carry an annual interest rate of 3.85% to 5.02%. The principal source of funding for both issues is legally available non-ad valorem revenues, currently sales tax.

Debt Service by Fund

\$22.425M North County Courthouse and Sheriff's Motor Pool Revenue Bonds, Series 1997

	<u>Amount Budgeted</u>
Principal	\$795,000
Interest	942,811
Paying Agent Fees	<u>600</u>
Total	<u>\$1,738,411</u>

Budget Comment

This fund provides for the debt service on the \$22,425,000 Revenue Bonds issued in FY 1998 for the construction and expansion of the North County Governmental Center and the design and construction of a light industrial maintenance facility for the Sheriff. The bonds mature annually for 20 years, and carry an annual interest rate of 4.5% to 4.75%. The principle source of funding is legally available non-ad valorem revenues.

Water Utilities Debt Service

	<u>Amount Budgeted</u>
Principal	\$8,146,000
Interest	6,255,000
Paying Agent Fees	109,000
Amortization of Issuance Cost	256,000
Debt Service Reserve	<u>958,000</u>
Total	<u>\$15,724,000</u>

Budget Comment

The Water Utilities Department currently has four outstanding bond issues plus a State revolving loan participation with the City of West Palm Beach.

1) Water & Sewer System, Series 1985 - \$18,645,000 - The proceeds of this issue were used to refund the Revenue Bond Anticipation Notes, Series 1984, which was issued to complete the purchase of the South Palm Beach Utilities System. This is a variable rate bond with maturities ranging from October 1, 1996 to October 1, 2011. The cap on the variable rate is 15%.

2) Water & Sewer Systems, Series 1993 A & B - \$15,000,000 & \$29,875,000 - The proceeds of Series A were used to pay the cost of additions to the water systems. The proceeds of Series B were used to refund a portion of the Series 1989 bonds.

(Continued from G-19)

3) Water & Sewer Systems, Series 1995 - \$54,650,000 - The proceeds derived from this issue, together with other available moneys of the Water Utilities Department, will be used to pay the costs of certain additions and improvements to the water and sewer system in accordance with the Department's Five-Year Capital Improvement Program and to pay certain costs related to the issuance of the series 1995 bonds.

4) Water & Wastewater, Series 1998 - \$30,000,000 - The proceeds from this issue were used to pay the cost of certain additions to water and sewer system per the five-year capital improvement program.

Airports Debt Service

	<u>Amount Budgeted</u>
Principal	\$5,600,000
Interest	10,408,601
Paying Agent Fees	37,000
Debt Service Reserve	<u>15,153,376</u>
Total	<u>\$31,198,977</u>

Budget Comment

The Department of Airports currently has three outstanding bond issues.

1) Airport System, Series 1992 - \$90,690,000- This original 1984 issue consisted of \$124,300,000 in a fixed rate (Series A) and a \$60,000,000 in weekly adjustable/fixed rate bonds (Series B). In May 1986, the Series B bonds were converted to a fixed rate. The bonds were sold to finance improvements to the Palm Beach International Airport System including the general aviation airports in Pahokee and Lantana; as well as, a new general aviation airport in northern Palm Beach County. On March 5, 1992, the Series 1992 bonds were issued to advance refund the remaining Series 1984 Bonds.

2) Airport System, Series 1989 Subordinated Indebtedness - \$3,850,000 - The proceeds of these bonds were used to fund issue costs such as insurance premiums, counsel fees, and other expenses for the 1991 refunding bonds. The airport anticipates paying off of this debt in FY 2001.

3) Airport System, Series 1991 - \$94,815,000 - The proceeds of this issuing are being used to refund a portion of the \$188,400,000 Series 1984 Bonds in order to reduce annual debt service requirements. The net present value of the savings is approximately \$10 million.

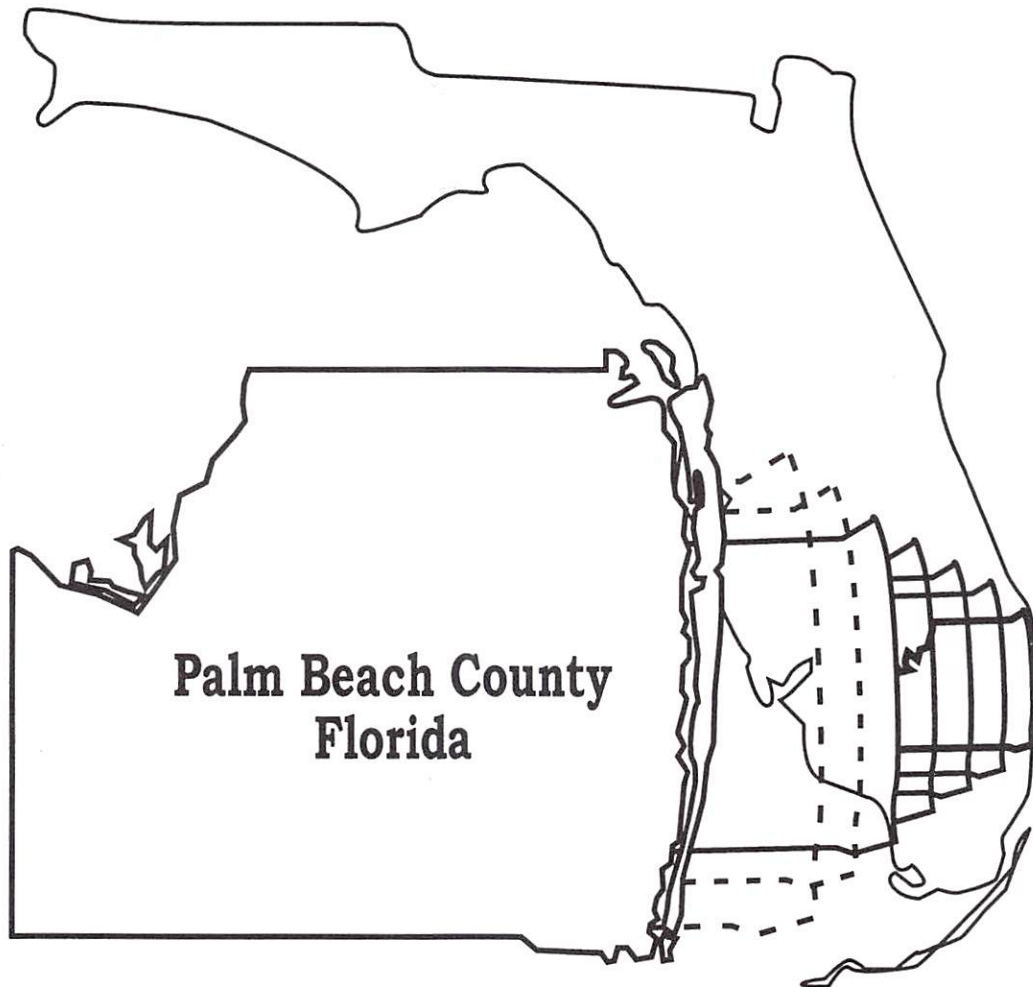
4) Airport Interest Rate Swap Agreement, 1998 - On February 25, 1998, the County entered into a bond purchase agreement, interest rate swap agreement, and related enabling agreements requiring the County to issue \$82,465,000 variable rate Revenue Refunding Bonds, Series 2001 to refund all of the County's outstanding Airport System Revenue Refunding Bonds, Series 1991

(Continued from G-20)

and \$61,110,000 variable rate Revenue Refunding Bonds, Series 2002 to refund all of the County's outstanding Airport System Revenue Refunding Bonds, Series 1992 and pay a portion of the issuance costs of the refunding bonds, approximately \$9M. The County realized a reduction of approximately \$11.4M in the aggregate debt service payments.



Appendices



Glossary

Ad Valorem Tax	A tax levied on the assessed value of real or tangible personal property. Also known as "Property Tax."
Aggregate Millage Rate	The sum of all ad valorem taxes levied by the governing body of a county for countywide purposes excluding voted debt, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate. Expresses an "average" tax rate.
Appropriation	A legal authorization granted by a legislative body (e.g., Board of County Commissioners) to incur obligations and make expenditures for specific purposes.
Assessed Value	The fair market value of property (real estate or personal), as determined by the County's Property Appraiser. The assessed value less any exemptions allowed by law is the "taxable value."
Balanced Budget	A budget in which estimated revenues and appropriations are equal.
Base Budget	Ongoing expense for personnel, contractual services, supplies, and the replacement of equipment required to maintain service levels previously authorized by the Board of County Commissioners.
Board of County Commissioners (BCC)	The legislative and governing body of a county. Also referred to as the "County Commission."
Bond	A certificate of debt containing a promise to pay a specified sum of money (called the face value or principal) at a specified date or dates in the future (called the maturity date) together with periodic interest at a specified rate. Bonds are typically used for long-term debt to pay for specific capital expenditures.
Bond Refinancing	The issuance of bonds to obtain better interest rates and/or bond conditions by paying off older bonds.

Budget

A comprehensive financial plan of operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them and specifying the type and level of services to be provided. Most local governments have two types of budgets -- the "Operating Budget" and the "Capital Improvement Budget."

Palm Beach County uses the following terms:

Tentative Budget: County Administrator's recommended budget.

Adopted Tentative Budget: Board's modification to the County Administrator's recommended budget. (Basis for first public hearing).

Final Budget: Board's modified budget at first public hearing. (Basis for second public hearing).

Approved Budget: Board-approved budget at second, and final public hearing.

Budget Amendment

An increase or decrease in revenues with a corresponding increase or decrease in appropriations within the same fund. The budgeted fund total is changed.

Budget Document

The official written statement which presents the proposed budget to the legislative body (e.g., County Commission).

Budget Message

A general discussion of the budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the County Administrator.

Budget Transfer

A transfer of appropriations or revenues between two or more accounts within the same fund. The budgeted fund total is not changed.

Capital Equipment

Equipment with a value in excess of \$750 and an expected life of more than one year; such as, automobiles, computers, and furniture.

Capital Improvement	Physical assets, constructed or purchased, that have a minimum useful life in excess of one year and a minimum cost of \$25,000. Capital improvements typically involve physical assets; such as, buildings, streets, water and sewage systems, and recreation facilities.
Capital Improvement Budget	A budget including those approved capital improvement projects contained in the first year of the Capital Improvement Program (CIP).
Capital Improvement Program (CIP)	A plan for capital expenditures to be incurred each year over a fixed period of years to meet anticipated capital needs. It sets forth each project or other contemplated expenditure in which the County is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
Capital Outlays	Expenditures which result in the acquisition of, or addition to, fixed assets; such as, buildings, land, and roads.
Capital Project Fund	A fund established to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary or Trust Funds).
Comprehensive Plan	Required under Chapter 163 of the Florida Statutes, the Plan shall prescribe principles, guidelines, and standards for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the County.
Contingency	A reserve of funds which are set aside to cover emergencies or unforeseen events that occur during the fiscal year; such as, new federal mandates, shortfalls in revenue, and unanticipated expenditures.
County	A political subdivision of the State which is empowered to levy and collect taxes and provide services to citizens within its boundaries.
County Budget Officer	Each Board of County Commissioners, pursuant to Florida Statutes, Section 129.025, may designate a county budget officer to carry out budget duties as set forth in Chapter 129. In Palm Beach County, the County Administrator has been designated the County Budget Officer.

County Officers	Independently elected officials including the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. Also referred to as "Constitutional Officers".
Customer Focused Budgeting and Reporting	A performance based budget process which defines each department's mission, articulates program objectives in measurable terms, and establishes performance measures to track progress towards meeting those objectives. This method of reporting presents the operating budget in terms of major programs and primary services and first appeared countywide in the FY 1997 budget.
Debt Service	Payment of principal and interest related to long-term debt.
Debt Service Fund	A fund used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.
Deficit (Budget)	The excess of budgeted expenditures over estimated revenues and receipts.
Department	An organizational unit responsible for carrying out a major governmental function; such as, Public Safety or Water Utilities.
Dependent Taxing Districts	Taxing Districts that appear separately on the tax bill and are under County control, e.g., County Library and Fire MSTU.
Depreciation	Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.
Encumbrance	An amount of money committed for the future payment for goods and services not yet received. Encumbrances result from the issuance of a purchase order, contract, or formal agreement.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees, thus removing the expense from the tax rate. An example is Water and Sewer.
Exemption	A reduction to the assessed value of property. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principal residence. There are also exemptions for disability, government, and non-profit owned property.

Expenditures	The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.
Fiscal Year	Any period of 12 consecutive months designated as the budget year. The fiscal year used by the County, which is set by State Statute, begins October 1 and ends September 30 of the following calendar year. The fiscal year is designated by the date on which it ends. For example, October 1, 2000 to September 30, 2001 would be Fiscal Year 2001.
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used; such as, land, buildings, improvements other than buildings, machinery, and equipment.
Franchise Fee	A fee levied on a public service corporation in return for granting a privilege or permitting the use of public property. These fees are usually passed on to the corporation's customers as a cost of doing business. Services subject to franchise fees include electricity and cable television.
Full-time Equivalent (F.T.E)	The number of approved positions equated to full-time basis (e.g., two half-time positions equal one full-time equivalent position).
Fund	An accounting entity with a self-balancing set of accounts, which is segregated for the purpose of carrying on specific activities or attaining certain objectives, in accordance with special regulations, restrictions, or limitations.
Fund Balance	The excess of fund assets over fund liabilities. A negative fund balance is sometimes called a deficit.
General Fund	A fund containing revenues, such as property taxes, not designated by law for a special purpose. Some of the departments that are part of the General Fund include Purchasing, Employee Relations & Personnel, and OFMB.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards of, and guidelines for, financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time.

Goal	A long-range desirable result attained by achieving objectives designed to implement a strategy.
Grant	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from state and federal governments. Grants are usually made for specified purposes.
Half Cent Sales Tax	A state-shared revenue source relying on a percentage of net sales tax revenues (one-half of the fifth cent) remitted to the state. Eligible county governments receive a distribution based on population-based formulas. Use of this revenue is restricted to countywide tax relief or governmental programs; as well, as long-term debt obligations related to capital projects.
Homestead Exemption	A deduction from the assessed value of property permanently occupied by the owner in the State of Florida. The exemption is now \$25,000 for all property owners who qualify.
Impact Fee	A charge to a developer and /or owner/builder to offset the cost of providing capital facilities to meet growth demands. The County assesses impact fees for county owned capital facilities for parks, fire-rescue, library, law enforcement, public buildings, schools, and roads.
Independent Taxing Districts	Taxing districts that appear separately on the tax bill and are <u>not</u> under County control, e.g., F.I.N.D., Children Services.
Interfund Transfer	Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out."
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund established for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.
Lease-purchase Agreements	Contractual agreements which are termed "leases", but which in substance amount to purchase contracts for equipment and machinery.

Legally Adopted Budget	The total of the budgets of each County fund including budgeted transactions between funds.
Levy	To impose taxes, special assessments, or service charges for the support of County activities.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.
Line-item	A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated, and appropriated at this level.
Management Team	A “team” consisting of the County Administrator, Deputy County Administrator, the Assistant County Administrators, and Directors of major County Departments.
Mandate	Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.
Millage Rate	Rate applied to taxable value to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed value.
Municipal Services Benefit Unit (MSBU)	A special district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.
Municipal Services Taxing Unit (MSTU)	A taxing district covering a segment of the unincorporated area of the County, with individual assessed values and millage rates, which provides municipal-type services; such as, fire-rescue or road and street improvements to residents of the area.
Municipality	A local government having governmental, corporate, and proprietary powers to enable it to conduct municipal government, perform municipal functions, and render municipal services.

Net Budget	The legally adopted budget less all interfund transfers and interdepartmental charges.
Non-Ad Valorem Assessments	Charges that are not based on property value, but are levied for specific services on each parcel of property. Examples include charges for solid waste disposal, lighting, drainage, and water.
Non-Ad Valorem Revenues	Revenues that are derived from a basis other than property value, e.g., Utility Tax, Gas Tax.
Non-Countywide Revenue	Revenue derived for unincorporated areas of the County, e.g., Franchise Fees.
Non-Countywide Expenditures	Expenditures for the benefit of the unincorporated areas of the County, e.g., Sheriff's Road Patrol, Zoning.
Non-Operating Expenditures	The costs of government services which are not directly attributable to a specific County program or operation. Examples include debt service obligations and contributions to Human Service organizations.
Non-Operating Revenues	The incomes received by the government which are not directly attributable to providing a service. An example is interest on investments.
Non-Tax Revenues	The revenue derived from non-tax sources, including licenses and permits, intergovernmental revenue, charges for service, fines and forfeitures, and various other miscellaneous revenues.
Objective	Something to be accomplished expressed in specific, well-defined and measurable terms, and achieved within a specific time frame.
Operating Budget	A budget for general expenditures; such as, salaries, utilities, and supplies.
Organization	A level of financial reporting and management responsibility under the County's financial system.
Performance Measures	Specific quantitative and qualitative measures of work performed.

Personal Services	Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees; as well as; the incidental fringe benefit costs.
Property Tax	Taxes derived from all non-exempt real and tangible personal property located within the County. Property taxes are computed on the basis of multiplying the millage rate by the taxable value of real or personal property.
Proprietary Fund	A fund which operates similarly to the private sector and focuses on the measurement of net income.
Reserve	A specified amount of funds set aside for the purpose of meeting future expenses. Expenditures may not be charged directly to reserve accounts. A budget transfer establishing a new appropriation must first be approved by the Board of County Commissioners.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
Revenue	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.
Revenue Bonds	Bonds usually sold to finance the construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
Rolled-back Rate	The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled-back rate accounts for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue under the rolled-back rate is taxes levied upon new construction.
Service Level	Services or products which comprise the actual or expected output of a given program.
Single-Member District	A form of representation in which the residents of a District are represented by one County Commissioner voted into office by that District's residents.

Special Revenue Fund	A fund used to account for specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.
Statute	A written law enacted by a duly organized and constituted legislative body.
Statutory Reserve	FS 129.01 (2)(b) requires revenues to be budgeted at 95% of reasonably anticipated receipts. Palm Beach County budgets a negative 5% Statutory Reserve to accomplish this.
Supplemental Requests	Departmental requests for additional funding in the budget year in order to increase or enhance existing service levels.
Tax Equivalent Revenue	Any revenue that can be used to reduce ad valorem funding requirements on a dollar for dollar basis (e.g., franchise fees, utility taxes).
Tax Rate	The amount of tax stated in terms of a unit of the tax base. For example, 7 mills equals 7 dollars per thousand of taxable value.
Tax Rate Limit	The maximum legal property tax rate at which a taxing authority may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.
Taxable Value	The value used for computing the ad valorem taxes levied against property. The taxable value is the "assessed value" less any exemptions allowed by law.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

Trim Notice

The Florida Truth in Millage Law of 1980 requires a notice be sent annually to property taxpayers explaining any changes in the millage rate of each taxing authority from the prior year. The notice also includes the time and place of public hearings on proposed millage rates and is designed to keep the public informed about the taxing intentions of the various taxing authorities.

Trust and Agency Fund

A fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Truth in Millage Law (TRIM)

A 1980 Florida law which changed the budget process for local taxing governments. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

Unincorporated Area

That portion of the County which is not within the boundaries of any municipality.

User (Fees) Charges

The payment of a fee for direct receipt of a public service by the party benefitting from the service.

Utility Tax

A tax levied by the County on the customers of various utilities; such as, electricity, telephone, metered or bottled gas, and water. The tax rate may be levied up to 10.0 percent of the sales price of such utility service or commodity.

Financial Policies Relating to the FY 2001 Budget

Palm Beach County's FY 2001 Budget has been developed using the policies described in this segment of the Budget document and is intended to facilitate management actions on financial decisions as well as to assist other readers of this document in understanding County finances.

The establishment of consolidated financial policies will also have the following beneficial results:

- ◆ Provide a concise reference guide for consideration of County financial matters.
- ◆ Direct attention to overall financial condition, rather than a narrow focus on single issues.
- ◆ Exhibit a commitment to sound financial management and fiscal integrity, establishing credibility and confidence for citizens, investors, and rating agencies.
- ◆ Demonstrate a compliance with applicable Florida statutory requirements.

The financial policies on the following pages are grouped into the following categories:

I. Budget Policies

II. Revenue Policies

III. Expenditure Policies

IV. Reserve Policies

V. Debt Policies

VI. Capital Improvement Policies

I. Budget Policies

I.1 Balanced Budget

The County's Annual Budget shall be balanced; that is, the total of the estimated receipts, including balances brought forward, shall equal the total of the appropriations and reserves (Florida Statutes, 129.01(2)(b)).

I.2 Budget Adoption

The County's Annual Budget shall be adopted by the Board of County Commissioners at a fund level.

I.3 Estimates of Receipts

The receipts division of the budget shall include 95% of all receipts reasonably to be anticipated from all sources, including taxes to be levied, and 100% of balance to be brought forward at the beginning of the fiscal year (Florida Statutes, 129.01(2)(b) and 200.065(2)(a)).

I.4 Contingencies

A reserve for contingencies may be budgeted in each operating and capital fund in an amount not more than 10% of the total fund budget; for reallocation by the Board of County Commissioners as needed to fund unforeseen needs during the budget year (Florida Statutes, 129.01(2)(c)(1)).

I.5 Cash Carryover

A reserve for cash carryover will be budgeted in any fund which requires monies to be carried forward into the budget year to support operations until sufficient current revenues are received. This reserve will not exceed 20% of the fund budget (Florida Statutes, 129.01(2)(c)(2)).

I.6 Budget Transfers

The Director, Office of Financial Management & Budget, has authority to approve intra-departmental transfers during the budget year. All other budget transfers (i.e. between departments, out of contingencies and reserves, and between capital projects) require approval of the Board of County Commissioners.

I.7 Budget Performance Reports

The Office of Financial Management and Budget will provide semiannual reports during the budget year to the County Administrator and Board of County Commissioners, evaluating actual revenues and expenditures in comparison to budget.

II. Revenue Policies

II.1 General Revenue Policy

Generally, the County reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is conservatively projected (at 95% of estimate) for five years and updated annually. Proposed rate increases are based upon:

- ◆ Fee policies applicable to each fund or activity.
- ◆ The related cost of the service provided.
- ◆ The impact of inflation on the provision of services.
- ◆ Equity of comparable fees.

The Revenue Policy of Palm Beach County includes these informal policies, with the addition of:

- ◆ Maintenance of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.

II.2 Revenue Summaries

As part of the annual budget process, a consolidated summary of revenue sources will be prepared and incorporated into the County's budget documents.

II.3 Ad Valorem Taxes

The use of Ad Valorem tax revenues will be generally limited to the following funds:

Countywide:

General
Debt Service

Dependent Districts:

County Library

Fire-Rescue MSTU's (Jupiter, Glades, and Main Fire Rescue MSTU)

Specific allocations of such revenue will be made during the annual budget process.

II.4 Gas Taxes

The use of Gas tax revenues will be generally limited to the following funds:

County Transportation Trust
Transportation Improvement
Transportation Authority

II.5 Sales Taxes

The use of Sales tax revenue will be generally limited to the following funds:

General
County Transportation Trust
Debt Service
Transportation Improvement

II.6 Impact Fees

Palm Beach County shall require new development activity to pay fair share fees for new capital facilities or expansion of existing facilities. Fees shall not exceed a pro rata share of the reasonably anticipated costs of such improvements.

Impact fees have been implemented for parks, roads, libraries, Fire-Rescue, public buildings, schools, law enforcement, and solid waste.

II.7 Utility Tax

The utility tax is a tax imposed on the purchase of utility services. It provides additional revenue necessary to maintain adopted levels of service, primarily for the Sheriff's road patrol.

II.8 Tourist Development Taxes

The use of Tourist-Development tax revenues will generally be limited to the Tourist Development Trust Fund and the Beach Improvement Fund.

II.9 Grants

Only such grants which can reasonably be expected to be received will be considered as revenue sources for

budget development purposes. The County shall amend its Budget to reflect additional grants received during the budget year.

II.10 Restricted Revenues - Bonds

Revenues which have been pledged to bondholders shall be restricted and shall conform in every respect to bond covenants.

II.11 Countywide Revenues collected on a Countywide basis will be allocated only to funds which provide Countywide services.

II.12 Cost Recovery Fees (User Charges)

Cost recovery fees, where appropriate, should be established to offset the cost of providing specific services and should be reviewed on a regular basis. Board policy provides for moving towards full recovery and the Board will examine and act on exceptions to that policy.

Where full cost recovery is deemed inappropriate, cost recovery ratios should be established for consideration by the Board. (Upon approval by the Board, cost recovery ratios will be incorporated into the County's Financial Policies.)

II.13 Private Contributions

The County provides many services to its residents; thereby, enhancing the "Quality of Life" in our County.

To the extent possible, efforts should be made to secure private contributions, whether in the form of volunteer services, equipment, or cash contributions. This is particularly important in helping to defray the taxpayer burden of providing programs and activities which may be considered primarily "quality of life" in nature; such as, various community services, cultural, and recreational activities.

III. Expenditure Policies

III.1 Administrative Charges

The County has in place a federally-approved overhead distribution system which allocates General Fund Administrative Charges to the various County entities benefitting from such administrative activities. The existence of this system assures qualification for federal reimbursement of administrative costs associated with federal programs.

III.2 County Grants

As part of its annual budget process, the County identifies amounts to be granted to various community

agencies which provide valuable services to the County's residents.

Because of increasing demands on the County's limited resources, the County will provide a maximum of the amount budgeted to each grant recipient. In the event that a grant recipient requests additional County funding, such request will be considered in the next year's budget process.

III.3 Grant Supported County Programs

The County conducts a variety of programs which depend on outside grants to the County for partial funding. In the event of reductions in such outside funding amounts, the program service levels will be reduced and additional County support will not be provided to compensate for the reduction of outside funding.

Full recovery of annual and sick leave for employees working under a grant shall be undertaken.

III.4 Performance Measures

The County has developed "Performance Measures" for each of its departments in order to assure that maximum productivity is being achieved.

Where Performance Measures demonstrate that activities could more cost- effectively be provided by outsiders, contracting out of such activities will be considered.

Performance Measures will also provide management with criteria to use in evaluating departmental requests for increased funding levels.

III.5 Categorization of Services

The County will segregate its various services into distinct categories, in order to set priorities for allocating available money.

The categories can be generally defined as follows:

Basic or Core Services - These are services which are best performed at the County level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.

Maintenance of Effort Services - These are services which the County has traditionally provided.

Quality of Life - These are activities which are provided for more specialized groups and enhance the desirability of Palm Beach County as a place to live.

IV. Reserve Policies

A formally adopted reserve policy is an important factor in maintaining the fiscal health of Palm Beach County.

There are three (3) primary types of reserves:

Operating Reserves
Capital Reserves
Debt Reserves

The degree of need for these reserves differs, based upon the type of fund or operation involved. However, one policy statement for each type of reserve can be uniformly applied to most funds (excluding Airport and Water and Sewer, which are subject to various regulatory requirements).

Board approval is required to move funds from Reserve accounts into expenditure line items.

IV.1 Operating Reserves

Reserve for Contingency - provides for unexpected expenditures which are deemed necessary during the budget year.

IV.2 Capital Reserves

Capital Reserves are established primarily to set aside funds to provide for additional projects, or additions to existing budgeted projects, which may be deemed appropriate for funding after the Annual Budget is adopted.

IV.3 Debt Reserves

Debt reserves are established to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.

The amount of debt reserves is established by bond indenture in association with each bond issuance.

These policy statements are intended to apply to various funds of the County. It is recognized that various Federal, State and Local laws and regulations, and specific financial policies may supersede these policies.

V. Debt Policies

Palm Beach County will use debt financing when it is appropriate. It will be judged appropriate only when the following conditions exist:

1. When non-continuous capital improvements are desired.

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2. When it can be determined that future citizens will receive a benefit from the improvement.

When Palm Beach County utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

1. Conservatively projecting the revenue sources that will be utilized to pay the debt.
2. Financing the improvement over a period not greater than the useful life of the improvement.

Additionally, the County has the following policies in relation to debt financing:

1. Where possible, the County uses special assessment, revenue, or self-supporting bonds instead of general obligation bonds.
2. Palm Beach County maintains good communications with bond rating agencies about its financial condition.
3. Palm Beach County maintains overall net debt less than \$1,200 per capita.
4. Debt service payments on net debt, exclusive of self-supporting debts, will be no more than 10% of general government expenditures.

Annual budgets and long-range forecasts include debt service payments and reserve requirements for all debt currently outstanding and for all proposed debt issues.

V.1 General Obligation Debt

The County will issue general obligation bonds only upon approval of the electorate after a general election as required by the Florida Constitution. Total general obligation debt for Palm Beach County will be maintained at no more than 5% of total assessed valuation of taxable property.

V.2 Non-Self-Supporting Debt

The County may issue non-self-supporting debt to the extent that non-ad valorem revenues are at least twice the annual amount of debt service on the non-self-supporting debt and to the extent that variable interest rate non-self-supporting debt is no more than 25% of total non-self-supporting debt in the aggregate.

V.3 Self-Supporting Debt

The County may issue self-supporting debt for proprietary fund activities based on analyses of revenues and expenses to be incurred as a result of the project or projects to be funded by the debt.

VI. Capital Improvement Policies

VI.1 Six Year Program

The County will develop a six year Capital Improvement Program as part of each year's annual budget process and will make all capital improvements in accordance with the adopted Annual County Budget.

The County will identify the estimated costs and potential funding sources for each capital project before it is submitted to the Board of County Commissioners as a component of the six year program.

VI.2 Operating Costs

The costs of operating and maintaining all proposed projects will be identified and incorporated into six year financial projections for operations.

VI.3 Capital Financing

The County Administrator will determine, and recommend to the Board, the least costly financing method for all capital projects.

VI.4 Renewal and Replacement

The County shall develop and implement a program for identifying, scheduling, and budgeting the renewal and replacement requirements of capital facilities.

Fund Structure and Governmental Accounting

Palm Beach County develops its Budget in accordance with the requirements of the Florida Statutes and generally accepted accounting principles (GAAP). GAAP requires that the budget for certain funds be developed using the modified accrual accounting method. The County develops and adopts budgets for all of its funds using the modified accrual accounting method.

Fund Accounting

In governmental accounting, the resources of the government are accounted for through funds. A fund is a separate fiscal and budgetary entity. Funds are set up to demonstrate stewardship and fiscal accountability for the resources entrusted to the government. The number and type of funds used is guided by sound financial judgement and the requirements of the Florida Statutes. Palm Beach County utilizes the following types of funds in its Budget:

Governmental Funds

General Fund - This fund is the general operating fund of the County. It is used to account for all financial resources received by the County, other than those which are accounted for in another fund.

Special Revenue Funds - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than Capital Project or Special Assessment type revenues).

Debt Service Funds - These funds are used to account for the accumulation of resources for the payment of principal, interest, and other costs related to the general long-term debt of the County.

Capital Project Funds - These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements (other than those financed by Proprietary or Special Assessment funds).

Proprietary Funds

Enterprise Funds - These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Internal Service Funds - These funds are used to account for the goods and services that are provided by departments for the benefit of other County departments, on a cost reimbursement basis.

Measurement Basis

In governmental accounting, the measurement basis used for the accounting system depends on the fund or funds involved.

Governmental funds use the modified accrual basis of accounting. Under this basis, revenues are recognized if they are measurable and available for use during the year. Expenditures are recognized in the period the liabilities are incurred if measurable, except for accrued interest on general long-term debt which is recognized when payment is due to bondholders.

Proprietary funds use the full accrual basis of accounting. Under this basis, revenues are recognized in the period earned and expenses are recognized in the period that the liabilities are incurred.

Financial Statements

In governmental accounting, the focus for budgeting, measuring, and reporting on financial activity depends on the funds involved.

Governmental funds are accounted for on a "financial resource flow" focus. This means that governmental fund balance sheets will only contain current assets, current liabilities, and the excess of current assets over current liabilities, which is called fund balance or fund equity. Governmental fund operating statements present increases in resources (revenues and other financing sources), uses of resources (expenditures and other financing uses), and changes in fund balances.

Proprietary funds are accounted for on an "income determination" measurement focus. Accordingly, all assets and liabilities are included on their balance sheets. Proprietary fund operating statements present increases (revenues) and decreases (expenses) in total economic net worth (fund equity).

Basis of Budgeting

All funds are budgeted using the modified accrual basis of accounting, including proprietary funds. Fund budgets are prepared using the governmental model essentially as if all funds were special revenue funds. The only exception to this policy is the annual interest expense of proprietary funds which is budgeted on the accrual basis.

Major Revenue Sources

The following listing presents the major sources of revenue included in the FY 2001 Adopted Budget:

<u>Revenue Source</u>	<u>Description</u>
Property Taxes	Increase in taxable values of 6.9%. No increase to Countywide millage rate of 4.6 mills of the previous year. The increased property values, 41.2% of which is from new construction, will generate \$8.8 million more in Countywide tax dollars than FY 2000.
Tourist Tax	Tax rate of 4% on transient lodgings.
Gasoline Taxes	Combined tax of 15 cents a gallon. Comprised of local option gas taxes of 11 cents, a Ninth cent gas tax of 1 cent, a Constitutional gas tax of 2 cents, and a County gas tax of 1 cent.
Building Permits	Fees for the issuance of building permits on new construction. New construction for FY 2001 is estimated at \$1.9 billion.
Federal Grants	Federal grant funding for capital improvements and a variety of social service and community needs.
State Grants	Various grants for a variety of local needs.
State Shared	Principally composed of State Revenue Sharing, which is a distribution of ½ Cent Sales Tax, and cigarette taxes. The revenue is substantially used for General Fund expenditures.
½ Cent Sales Tax	Represents the ordinary distribution by the Department of Revenue, based on 9.653% of the net adjusted sales tax collection by the County and the application of allocation formulas to distribute the tax to the County and its municipalities.
Electric Franchise Fees	Franchise fees on electric revenues of Florida Power and Light (FPL) for utilizing public rights of way in the unincorporated areas of the County.
Utility Service Taxes	Tax on the purchase of telecommunication services, electricity, and metered or bottled gas in the unincorporated areas of the County.
Charges for Services - Water & Sewer	Represents operating revenues for the County's Water and Sewer Department.

Charges for Services - Airports	Represents operating revenues for the County's Department of Airports. Major revenue components for fiscal year 2001 include landing fees of \$4.7M, rental revenue of \$19.1M, and concession revenue of \$21.8M.
Charges for Services - Other	Represents revenues stemming from charges for current services provided to the public. Major components for fiscal year 2001 include Golf Course greens fees of \$3.6M, judicial court fees of \$4.7M, and bus fares of \$4.5M.
Charges for Services - Public Safety	Represents charges for services received from Public Safety. Major components for fiscal year 2001 are charges for police services and Sheriff fees of \$15.0M, fire protection services of \$9.7M and Animal Care and Control fees of \$2.1M.
Interest	Earnings from investment of funds and profits on sale of investment securities.
Special Assessment & Impact Fees	Assessments represent collections that have resulted from compulsory levies against certain properties to help defray part or all of the cost of specific improvements or services that are of special benefit to the assessed properties themselves. Impact Fees are assessed to offset the cost of providing additional infrastructure required as a result of new development.
Transfers	Represents funds transferred from one fund to another. A transfer out of a fund appears as an expense while a transfer into a fund appears as a revenue.
Debt Proceeds	Represents debt financing for FY 2001 in the amount of \$90.4M. This amount is comprised of funding for the Convention Center (\$74.5M) and a State Infrastructure Bank Loan to pay for fifty-nine buses (\$11.0M). Also included is a letter of credit (\$4.9M) for the Donald Ross Road Bridge, which will not be drawn against unless needed for cash flow purposes.
Excess Fees from Constitutional Officers	Represents excess FY 2001 revenues from various Constitutional Officers who operate fee supported budgets, i.e., Tax Collector and Property Appraiser. State law requires that any excess of receipts over costs of operation be turned over to the County Commission after year end.
Internal Services	Represent revenues earned by some County funds for providing services to other County funds on a cost reimbursement basis.

Fund Balances

Represent unexpended resources of the previous fiscal year. The major components of fund balances are proceeds of bond issues and other resources which have been set aside for capital improvements. In addition, fund balances also provide funding for County operating programs.

Property Taxes

Property Taxes (also called Ad Valorem Taxes) represent Palm Beach County's largest single revenue source. State laws carefully dictate regulations on how counties and other taxing entities must proceed in levying property taxes. Following are the highlights relating to Palm Beach County's property taxes:

Basis

County property taxes are based on two types of property:

1. Real Estate - land and improvements thereon.
2. Tangible Personal Property - business fixtures, equipment and machinery, household goods, personal effects, etc. (household goods and personal effects of Florida legal residents are exempt.)

(Note: "Intangible Personal Property" is a State tax, handled directly by the State Department of Revenue.)

The value of property for tax purposes is established according to law and professional appraisal practice by the County Property Appraiser, an elected constitutionally established officer.

Exemptions The major exemptions from property tax are:

Homestead	- \$25,000 for all permanent residents of Florida.
Widows	- \$500 for widows who are permanent residents of Florida.
Disability	- \$500 for permanent residents of Florida who are totally and permanently disabled.
Quadriplegic	- Total exemptions for any real estate owned and used as a homestead by a Quadriplegic.
Institutions	- Total exemptions for sections of not-for-profit organizations used for literary, scientific, educational, and charitable purposes.
Government	- Total exemptions for all governmental property.

Rates

Property tax rates are expressed as a "millage rate", which is applied to taxable property values to calculate the property tax to be paid. One "mill" is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of taxable value.

Example:

On an "average" taxable value of \$75,000, a millage rate of 4.9362 mills, as included in the FY 2001 Adopted Budget, would yield a property tax bill of \$370.22, calculated as follows:

Property Value	\$100,000
Less: Homestead Exemption	<u>-25,000</u>
Taxable Value	\$ 75,000

$$\frac{\text{Taxable Value}}{1,000} \times \text{Millage Rate} = \text{Tax Bill}$$

$$\frac{\$ 75,000}{1,000} \times 4.9362 = \$370.22$$

Maximum Millage Rate

Florida Statutes limit the Countywide millage rate to a maximum of 10 mills, excluding voter-approved debt service millage rates.

Rolled-Back Rate

A significant concept in Florida statutes relating to property tax levies is the "Rolled-Back Rate"; it is defined as that millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue as was levied during the prior year. The Rolled-Back Rate is calculated as follows:

- (A) Prior year tax proceeds
- (B) Current year adjusted taxable value
(i.e. excluding new construction)
- (A) divided by (B) = Rolled-Back Rate

Procedure

The Florida statutory requirements relating to formally establishing the millage rate are complex. Following are two of the most significant steps in the procedure:

Notification Each property owner is notified, prior to public hearings on the County Budget, of proposed property taxes for each parcel of taxable property owned.

Public Hearings Each property owner is also notified of the dates and times of public hearings to finalize the Budget and millage rate. Each is finalized at the second of two public hearings.

Collection

Taxes are collected by the County Tax Collector, an elected, constitutionally established officer. Discounts are available for payments in the following months:

Monthly Payment	Discount
November	4%
December	3%
January	2%
February	1%

Taxes become delinquent on April 1, and are then subject to penalty fines.

Taxing Entities

There are a great number of taxing entities in the geographical boundaries of Palm Beach County.

The property taxes levied by and paid to Palm Beach County and its dependent districts consist of the following for FY 2001:

- Countywide
- Dependent Taxing Districts:
 - Palm Beach County Library
 - Glades Regional Fire MSTU
 - Fire-Rescue MSTU
 - Jupiter Fire-Rescue

Description of Revenues by Type

Current Ad Valorem Taxes

Property taxes are computed as a percentage of the taxable value of real property and personal property.

Licenses, Permits, and Other Taxes

Revenue derived from the issuance of local licenses, permits and other taxes. Licenses include both professional and occupational licenses; permits consist of building and various other permits; other taxes consist of user-type taxes, franchise fees, and delinquent ad valorem taxes.

Inter-Governmental Revenues

This group of accounts includes all revenues received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments-in-lieu-of-taxes.

Charges for Services

This series of accounts includes all revenues stemming from charges for current services excluding revenues of internal service funds.

Fines & Forfeitures

This group of accounts includes revenues received from fines and penalties imposed for the commission of statutory offenses, violations of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees.

Miscellaneous Revenue

Miscellaneous revenues consist of sources not otherwise provided for in the preceding categories. These include interest earnings, rents and royalties, special assessments, sale and compensation for loss of fixed assets, sale of surplus materials, and contributions from private sources.

Debt Proceeds

This type includes revenues received from bonds, loans, and certain lease-purchase agreements.

Balances Forward, Transfers and Other

Amounts received by the County which are not additions to the assets of the government as a whole, although they may be to the receiving fund. These items include inter-fund transfers and inter-fund reimbursements, except the receipts of an internal service fund. This category also includes fund balances carried over from the previous year.

Internal Service Fund Revenues

Those revenues derived from goods and services furnished by central service agencies of the County to other departments and funds.

Description of Expenditures by Object Category

Personal Services

Expense for salaries, wages, and related employee benefits provided for all persons employed by the County whether on full-time, part-time, temporary, or seasonal basis. Employee benefits include employer contributions to a retirement system, social security, life and health insurance, workers' compensation, unemployment compensation insurance, and any other similar direct employee benefits.

Operating Expenses

Includes expenditures for goods and services which primarily benefit the current period and are not defined as personal services or capital outlays. Examples include professional services, accounting and auditing, other contractual services, travel and per diem, communications, utilities, rentals and leases, repair and maintenance, promotional activities, office supplies, operating supplies, road material and supplies, books, publications, subscriptions, memberships, and other current charges not otherwise classified.

Capital Outlay

Outlays for the acquisition of or addition to fixed assets. This includes land, buildings, improvements other than buildings, machinery and equipment, and construction in progress.

Debt Service

Outlays for debt service purposes including principal, interest, and other debt service costs.

Grants and Aids

Includes all grants, subsidies, and contributions to other governmental agencies and private organizations excluding transfers to agencies within the same governmental entity.

Non-Operating

Includes all transfers between funds which do not represent operating expenditures including transfers between the Board of County Commissioners, the Constitutional Officers, and other taxing authorities. This category also includes all reserves.

Description of Expenditures by Activity Type

General Government

A major class of services provided by the legislative, judicial, and administrative branches of County government as a whole. This classification encompasses the Board of County Commissioners, administration (including central service staff departments), Auditing, Property Appraisal, Tax Collection, Finance, Legal, Planning, Judicial, Supervision of Elections, and various other general government services.

Public Safety

A major category of services provided by the County for the security of persons and property. This category includes law enforcement, fire control, detention and/or correction, protective inspections, emergency and disaster relief services, ambulance and rescue services, investigative autopsies, consumer affairs, and all other costs primarily related to public safety.

Physical Environment and Utilities

The cost of services provided by the County for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment. Services include water and sewage, mosquito and aquatic plant control, sand transfer and beach restoration, soil conservation and agriculture, and all other services related to the physical environment.

Transportation

Costs of services provided by the County for the safe and adequate flow of vehicles, travelers, and pedestrians. This category includes the County Transportation Trust, Transportation Authority, Department of Airports, and various funds associated with the construction and maintenance of roads within the County Road Program.

Economic Environment

The cost of providing services which develop and improve the economic condition of the community and its citizens. Services included are industry development, veterans services, housing and community development, and all other costs primarily related to economic environment.

Health and Human Services

The cost of providing services for the care, treatment, and control of human illness, injury or handicap, and for the welfare of the community as a whole and its individuals. Expenditures classified under this function include hospital services, health care, animal regulation, homes for the infirm, mental health, welfare, retardation, and other human services.

Culture and Recreation

The cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors. This category includes libraries, parks and related programs, cultural services, special events, and special recreational facilities.

Internal Services

Those expenses incurred exclusively by internal service funds in providing goods and services to user departments and agencies. This category includes fleet management, employee health insurance, casualty self-insurance, workers' compensation, information system services, and graphics.

Transfers, Reserves and Other

This is a basic account category to provide for disbursements which are not classified as expenditures. Included in this group are inter-fund transfers, reserves, redemption of long and short-term debts, and transfers between the Board of County Commissioners and Constitutional Officers.

Grants Provided

The County provides grants to various entities and includes such amounts in its budget. Following are grants provided through the General Fund in the FY 2001 budget.

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>Alcohol Drug Abuse & Mental Health Service Agencies (ADAMH)</u>			
<u>45th Street Mental Health Center, Inc.</u> Provides inpatient and crisis support/emergency mental health services to males and females in the north county area.	\$ 612,243	\$ 646,243	\$ 736,243
<u>Comprehensive Alcoholism Rehabilitation Prog. Inc.</u> Provides non-hospital medical detoxification, residential, out-patient treatment, and an adolescent addictions receiving facility for substance abusing males and females.	830,964	855,964	810,473
<u>Drug Abuse Foundation of Palm Beach County, Inc.</u> Provides assessment, outpatient, Level I residential treatment, and treatment alternatives to street crime (TASC) services to substance abusing males and females primarily in the south county area.	464,724	499,725	509,725
<u>Drug Abuse Treatment Association, Inc.</u> Provides residential and outpatient substance abuse treatment services to adolescents and their families.	144,903	144,903	166,970
<u>Gratitude Guild, Inc.</u> Provides residential, day treatment, and intervention substance abuse services to adult females primarily in the north county area.	65,198	80,318	97,743
<u>Jeff Industries, Inc.</u> Provides day/night psychosocial work adjustment and supported employment enclave mental health services to males and females.	54,580	66,217	76,000
<u>Mental Health Association of Palm Beach County, Inc.</u> Provides a peer place drop-in center for social, recreational, and educational activities for chronically mentally ill males and females.	19,999	26,666	34,166
<u>Parent-Child Center of the Palm Beaches, Inc.</u> Provides mental health outpatient services to children, adolescents, and their families in the north county area.	183,687	183,688	183,668
<u>South County Mental Health Center, Inc.</u> Provides the following mental health and substance abuse services for residents in the south county area: crisis support (intake and evaluation), crisis stabilization, medication/psychiatric services, and residential detoxification.	992,963	1,012,963	1,012,963
<u>Wayside House, Inc.</u> Provides residential treatment and a parenting program/children's counseling services to adult substance abusing females primarily in the south county area.	66,999	67,000	86,000

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>Western Palm Beach County Mental Health Clinic, Inc.</u> Provides the following mental health and substance abuse services for residents in the west county area: child outpatient, adult/child crisis stabilization, residential detoxification, and Level II residential treatment (PANDA-Pregnant and Addicted).	\$ 395,316	\$ 485,318	\$ 535,318
<u>Totals for ADAMH Agencies</u>	\$ 3,831,576	\$ 4,069,005	\$ 4,249,269

Non Alcohol Drug Abuse and Mental Health Agencies

<u>Adopt-A-Family, Inc.</u> Sustain families for twelve to eighteen months until the family attains self-sufficiency by providing total care management, emergency assistance, adoption support, and supportive services.	\$ 134,883	\$ 137,612	\$ 175,577
<u>Aid to Victims of Domestic Abuse, Inc.</u> Provides emergency shelter and various other services to victims of domestic assault. Also works to educate the community as to the nature of such violence and its effects on individuals, families, and society.	45,686	48,763	52,500
<u>Alzheimer's Community Care Assoc of Palm Beach and Martin Co.</u> Provides Alzheimer's Disease and related disorders families with needed medical/social service providers at all stages of the disease.	107,557	127,558	127,558
<u>Association for Retarded Citizens of Palm Beach County</u> Provides direct services and referrals to mentally retarded citizens living in the eastern section of the County. Works with legislators to ensure the rights of the mentally retarded and speaks to groups to promote acceptance and understanding on the part of the public.	57,250	57,500	72,500
<u>Café Joshua, Inc.</u> Provides transitional housing and support services to homeless substance abusing males.	0	24,500	0
<u>Center for Family Services, Inc. (including Travelers' Aid)</u> Provides comprehensive therapy for sexually abused children. Provides services to individuals and families from outside of the County who, while in the County, have lost the ability to function and cope well enough to meet their daily needs in order to sustain life. Also reunites these people with their families and hometown resources outside of the County.	55,558	87,156	132,420
<u>Center for Group Counseling/Elizabeth H. Faulk Foundation, Inc.</u> Provides free or low-cost psychological counseling in mixed groups with a professional counselor for those unable to afford private treatment.	70,902	70,903	101,201
<u>Children's Home Society, Inc.</u> Provides outreach education programs and transportation services for teens in times of crisis to the Safe Harbor Runaway shelter.	13,473	14,500	14,500

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>Child Care Resource and Referral Program, Inc.</u> Provides counseling to help parents determine what their specific child care needs are in order to constructively influence social conditions which are detrimental to positive family functioning.	\$ 41,250	\$ 41,250	\$ 41,250
<u>Child Keyppers of Florida, Inc.</u> Works to prevent kidnaping and abduction of children through seminars and Child Safety Days. Also works to recover missing children by printing and distributing posters.	18,247	18,900	0
<u>Communities in Schools, Inc.</u> Works to reduce the dropout rate in schools by identifying those at risk of dropping out of school, and providing the human services necessary to encourage the students to stay in school and maintain or improve their grades.	26,950	44,297	54,297
<u>Comprehensive Aids Program of Palm Beach County, Inc.</u> Provides AIDS education to adults between the ages of 18-35 who are at high risk for HIV infection and reside in one of ten target communities.	51,494	59,000	61,500
<u>Center for Information and Crisis Services, Inc.</u> The Elder Crisis Outreach program provides in-home crisis intervention to individuals age 60 and over who are in emotional, financial, and/or social distress so they can remain in the least restrictive environment.	72,600	74,778	74,778
<u>Coalition for Independent Living Options, Inc.</u> Provides advocacy, independent living skills training, conflict resolution for teens/elders and HIV prevention for persons with disabilities.	25,815	60,932	130,000
<u>Community Resource Center of Coleman Park, Inc.</u> Provides case management and family strengthening services to children/adolescents and their families.	0	60,458	85,458
<u>Crisis Line Information and Referral Services, Inc.</u> The Crisis Line Program provides a 24 hour/7day per week information and referral crisis intervention hotline (funded as a "County Sponsored Program" in FY 2001 - page D-309).	29,385	29,386	0
<u>Deaf Service Center, Inc.</u> Provides comprehensive services to hearing impaired persons and normal hearing people and organizations who need to interact with the hearing impaired.	73,700	73,700	83,700
<u>Epilepsy Association of the Palm Beaches, Inc.</u> Assists individuals with epilepsy and their families in securing information, diagnosis, treatment, education, and habilitation services in order to achieve their full potential.	39,815	40,900	41,400
<u>Exchange Club/Dick Webber Center</u> Provides prevention management services and parenting education to families at high risk for child abuse or neglect.	0	0	20,000

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>Farmworkers Coordinating Council of Palm Beach County, Inc.</u> Provides services to migrant, seasonal farmworkers, and other disadvantaged individuals. Services include counseling, information and referral, translation, transportation, educational, housing and health programs, emergency food, clothing, and financial assistance.	\$ 60,469	\$ 60,469	\$ 60,469
<u>Florida Housing Corporation</u> Provides housing and support services to individuals and families in need and/or have HIV/AIDS or other illnesses which would restrict their ability to obtain housing.	0	0	20,000
<u>Glades Area Association for Retarded Citizens, Inc.</u> Provides educational and vocational services for mentally retarded preschoolers and adults in the western section of the County. Additionally, public education and advocacy services are provided.	46,983	56,983	76,983
<u>Glades Community Development Corporation</u> Enables people in the Glades to design and implement sustainable solutions to their problems and mobilizes financial, human, and political resources, both within and outside the Glades, to support these efforts.	0	0	150,000
<u>Haitian Center for Family Services, Inc.</u> Acts as a service and advocacy agency for Haitians living in the County. Also promotes English literacy, interprets, translates, and helps clients access other social services.	102,945	103,000	103,000
<u>Haitian American Community Council, Inc.</u> Provides case management and advocacy for Haitians living in areas of the County south of Boynton Beach.	103,000	103,000	138,000
<u>The Haven, Inc.</u> Provides therapeutic residential services to males and females 11-18 years of age who have been abused, neglected, and/or abandoned.	0	40,000	65,000
<u>Healthy Mothers/Healthy Babies Coalition of Palm Beach County, Inc.</u> The education and prevention program provides presentations to Palm Beach County students on the consequences of teenage pregnancy or male responsibility as it relates to teenage pregnancy. A support group is provided on parenting and other life skills training. Individual prenatal education is also provided to all clients during the intake process.	90,007	91,412	93,912
<u>Hispanic Human Resources Council, Inc.</u> Provides a comprehensive network of social services to Hispanic and other low-income, disadvantaged individuals. Also provides direct and access services to those who, due to language, cultural barriers, physical handicaps or lack of awareness, are unable to use available community services.	30,000	32,600	32,600
<u>Hospice by the Sea, Inc.</u> Provides in-home medical care and comfort to patients who have been diagnosed terminally ill with a life expectancy of six months or less to live.	36,771	36,771	0

Grants Received

The County receives grants from both the Federal Government and the State of Florida. The following grants are included in the annual budget.

<u>Department</u>	<u>Purpose</u>	<u>Funding Agency</u>	<u>Expiration Date</u>
Airports	The Airport Improvement Program provides funds for capital improvements.	Federal-DOT/FAA State-DOT	Various
Community Services Head Start and Children Services	The Head Start Program provides comprehensive services to low-income, pre-school children and their families. Special areas of need are: development for disabled children; training in needs assessment and technical assistance; and credential/technical training in child development practices.	Federal-HHS	Various
	The Child Care Food Program provides breakfasts, lunches, and afternoon snacks to pre-school children on a daily basis.	Federal-USDA	9/30/01
Community Action Program	The Community Service Block Grant provides supportive, informational, referral, and various other services to low and moderate income families.	Federal-HHS	9/30/01
	The Low Income Home Energy Assistance Program targets the energy needs of low income and elderly populations caused by unseasonably hot temperatures.	Federal-HHS	3/31/01
Division of Senior Services	Titles III-B, C1, and C2 provide transportation, recreational, educational, congregate, and home delivered meals to senior citizens.	Federal-HHS USDA	12/31/01
	Community Care for the elderly provides case management, personal care, homemaking, respite and adult day care services to functionally impaired adults.	State-Elder Affairs	6/30/01
Human Services	The Homeless Grant and HUD Supportive Housing provide emergency services and referral to prevent or alleviate homelessness and provide job training and housing opportunities to enable welfare recipients and at-risk individuals to achieve greater independence.	State-DCF Federal-HUD FEMA	Various
Senior Aides	The Senior Aides Employment Program provides part-time employment for qualified men and women.	Federal-DOL	6/30/01
Adult Migrant	The Adult Migrant Program provides employment and training services to eligible farm workers and their families.	Federal-DOL	Various

Grants Received

<u>Department or Division</u>	<u>Purpose</u>	<u>Funding Agency</u>	<u>Expiration Date</u>
Ryan White Care Program	The AIDS Program is designed to deliver or enhance HIV and ambulatory support services including case management and comprehensive treatment services for individuals and families of those diagnosed HIV positive.	Federal-HHS	Various
Court Administration	Funding provides financial support for child support enforcement, victims of crimes, court appointed attorneys, and court reporting programs.	Federal-HHS Dept of Justice State-Court Admin	Various
Criminal Justice Commission	The Local Law Enforcement Block Grant provides funds for crime prevention programs and law enforcement support.	Federal-Dept of Justice	9/30/02
Engineering	Funding assists in the development of new traffic control systems including fiber optic, video monitoring, and a centralized control system.	Federal-DOT State-DOT	12/31/02
Environmental Resources Mgmt.	Environmental Protection funds assist the County in developing artificial reefs, preserving shorelines, purchasing environmentally sensitive lands, and enhancing waste recycling methods.	Federal-Defense DEP, DCA State-DEP	Various
Fire-Rescue	This program provides funding for the procurement of specialized emergency response equipment.	Federal-Dept of Justice	2/28/01
HCD	Housing & Community Development's goals are to revitalize communities by providing decent housing and a suitable living environment as well as providing emergency shelter for the homeless.	Federal-HUD State-DCA	Various
Library	Funding assists in the provision of public library services that meet the informational, educational, cultural, and recreational needs of County residents.	Federal-DOE State-Dept of State	9/30/01
Mass Transportation	UMTA provides funds for operating assistance and capital improvements.	Federal-DOT State-DOT	Various
Metro Planning Organization	Funding provides for transportation planning for the eastern urbanized portion of Palm Beach County.	Federal-DOT State-DOT	Various
Public Safety Emergency Management	Funding assists in the development of an effective organization and to plan and coordinate emergency activities in case of natural disaster.	Federal-FEMA	Various
Emergency Medical	The purpose of the EMS program is to monitor and enforce the standards and regulations for the EMS System, to coordinate data, evaluate and report on the quality of care delivered, and identify the effectiveness of the EMS System.	State-DOH	9/30/01

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>Inner City Impact</u> Supports at risk, exploited, and underprivileged youth through various services and provisions of food, clothing and school supplies.	\$ 0	\$ 0	\$ 50,000
<u>Legal Aid Society, Inc.</u> The Domestic Violence Project provides legal services to victims of domestic violence and their families. The project's intent is (1) to ensure a secure and stable environment and protect victims from further abuse; (2) to provide immediate legal counsel and representation; and (3) to legally restrain perpetrators of abuse.	65,000	85,000	100,000
<u>The Lord's Place, Inc.</u> Provides food and shelter to the hungry and homeless in Palm Beach County. Operates three family shelters, one of which is located in Broward County, one dormitory for women and two vans which deliver food and clothes to low income areas and migrant camps. Operates the USDA surplus food program.	110,292	110,292	158,500
<u>Noah Building Blocks, Inc.</u> Provides child care and prenatal/parenting education for teen parents to improve the developmental potential of the children and assist the parents in becoming effective care givers.	64,922	65,185	80,185
<u>Palm Beach Habilitation Center, Inc.</u> Trains adults with disabilities to become employable and to maximize their development toward full or greater independence at work, home and in the community.	61,001	61,353	71,353
<u>Parent-Child Center, Inc.</u> The Family Violence Intervention program provides services to victims, batterers, youth offenders and child witnesses to violence. These services are offered to eliminate violence and to assist victims to choose safe and self-enhancing behaviors for themselves and become aware of "safe place" locations.	60,000	60,000	60,000
<u>Rebekah's House, Inc.</u> Provides transitional housing to single homeless women who may stay 30 days to 2 years.	0	32,600	52,600
<u>Rehabilitation Center for Children and Adults, Inc.</u> To improve physical function, independence, communication, and social skills of patients referred by licensed Florida Physicians through the process of rehabilitative services.	52,500	52,500	52,500
<u>Saint George's Community Center</u> Assists the poor, elderly and homeless through resource/referral and social, legal and crisis referral services. Operates an on site childcare center.	0	0	50,000
<u>Seagull Industries for the Disabled, Inc.</u> Provides training to moderately to severely mentally retarded adults which will enable them to function as independently and self-sufficiently as possible within the limits of their abilities.	51,500	64,000	86,500

<u>Agency</u>	<u>Actual FY 1999</u>	<u>Budget FY 2000</u>	<u>Budget FY 2001</u>
<u>United Way of Palm Beach County, Inc.</u> <u>Retired Senior Volunteer Program</u> Recruits, interviews and places senior volunteers in non-profit human service agencies in order to provide financial savings to the agency and community taxpayers along with an experience of personal fulfillment to the volunteer.	\$ 26,821	\$ 33,035	\$ 33,035
<u>Women's Service Network, Inc.</u> Provides transitional housing.	51,373	0	0
<u>YWCA of Palm Beach County, Florida, Inc.</u> Provides emergency shelter, counseling and transportation to women and children victims of domestic violence. Also provides a community wellness program for elders and children.	74,240	74,240	83,500
<u>Totals For Non ADAMH Agencies</u>	\$ 1,952,389	\$ 2,234,533	\$ 2,886,776
<u>Total - All Agencies</u>	\$ 5,783,965	\$ 6,303,538	\$ 7,136,045

Budget Preparation Calendar FY 2001

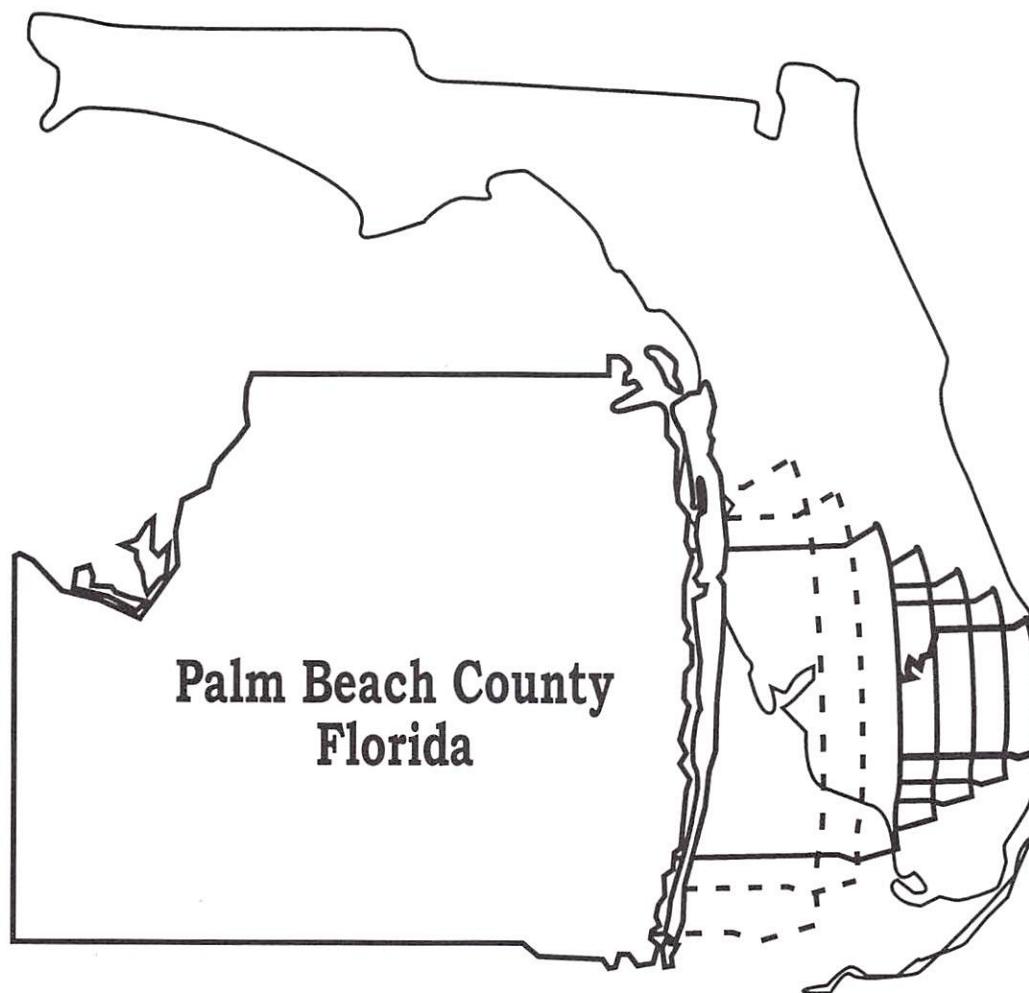
<u>Date</u>	<u>Activity</u>	<u>Participants</u>
October 1 - December 1	Update CIE/Tax Requirements and calculate adjusted budget	OFMB
January 22	SWA Disposal Fee budget estimates due	OFMB Solid Waste Authority
February 4	Distribution of Budget Instructions Manual covering operating budgets and capital budget and the related forms/printouts to Departments and Agencies	OFMB
February 7 - March 24	Development of Departmental estimates for current year and budget requests for subsequent year (revenues and operating expenditures)	Departments/Divisions
February 7 - March 10	Development of Non-Departmental revenue estimates for current year and projections for subsequent year	OFMB
February 8 - February 10	Line item budget data input training sessions	OFMB Department/Divisions
March 10 - March 24	Submission of Departmental operating budget requests and CIE projections (Forms 400 & 401) to OFMB (including on-line input by Departments): - Department Group 1 - due March 10 - Department Group 2 - due March 17 - Department Group 3 - due March 24	Departments/Divisions
March 10 - March 24	Forwarding of specific requests to proper Departments for technical review: - data processing requests to ISS - facility improvement requests to Facility Management - telephone requests to Communications Division - new vehicle requests to Fleet Management Div.	OFMB

March 17 - April 7	Review and analysis of program summaries and budget requests/recommendation of funding levels	OFMB
April 3	Submission of Capital Project Proposals for the Six Year Period FY 2001 through FY 2006	Departments/Divisions
April 17 - May 1	Calculation of tax requirements & gross budget and completion of overall budget review	OFMB
May 1	Submission of Constitutional Officers' budget requests	Sheriff Clerk of Courts Supervisor of Elections
May 4 - May 5	Meetings with Management Team to discuss and finalize budget strategies	County Administrator Management Team
May 30 and May 31	BOARD WORKSHOPS - Discussion of budget strategies	BCC County Administrator Departments/Divisions
May 31	Estimate of assessed property value provided to the Board (F.S. 200.065 (7))	Property Appraiser
May 31	Submission of Property Appraiser's budget request: -to State Department of Revenue -to BCC. (F.S. 195.087 (1)(a))	Property Appraiser
June 1 - June 13	Completion of draft "Tentative Budget" document	OFMB
June 14 - June 21	OFMB review of draft Tentative Budget document	OFMB
June 23	Submission of draft Tentative Budget document to County Administrator	OFMB
June 29	Submission of Tentative Budget to Board by the County Budget Officer (County Administrator) (F.S. 129.03 (3))	County Administrator OFMB
July 1	Certification of taxable property values to Board (F.S. 193.023 (1); 200.065 (11))	Property Appraiser

July 5 and July 6	BOARD WORKSHOPS - Recommended Tentative budget and tentative millage, including the Proposed Six Year Capital Improvements Program	BCC County Administrator Management Team OFMB Departments/Divisions Constitutional Officers
July 10 - July 21	Development of approved equipment list for upcoming fiscal year	OFMB
July 17	Tentative budget amendments to Property Appraiser's budget from Department of Revenue: -to Property Appraiser -to BCC (F.S. 195.087 (1)(a))	Dept. of Revenue
July 18	BOARD MEETING - Setting of Tentative Millage for Certification to Property Appraiser	BCC OFMB
July 19 - August 20	Summarize Board directions during Workshops into an "Adopted Tentative" Budget for First Public Hearing	OFMB
July 21	Notification to Property Appraiser of proposed millage rate, rolled back rate, and date, time and place of First Public Hearing (F.S. 200.065 (2)(b))	OFMB
August 1	Submission of Tax Collector's budget request: -to State Department of Revenue -to BCC (F.S. 195.087 (2))	Tax Collector
August 7	Last date to submit request for carry-forward funding	Departments/Divisions
August 15	Property Appraiser's budget: -BCC comment period ends -Final budget amendments from Department of Revenue (F.S. 195.087 (1)(a))	BCC OFMB Property Appraiser Dept. of Revenue
August 21	Mailing of Notices of Proposed Property Taxes and First Public Hearing Date (i.e. "TRIM" Notice) (F.S. 200.065 (2)(b))	Property Appraiser
September 7 (7:00 p.m.)	FIRST PUBLIC HEARING - Adopt proposed millage and amended tentative budget. (F.S. 200.065 (2)(c))	BCC County Administrator OFMB

September 15	Submission to newspaper of advertisements of Second Public Hearing and Budget Summary Statement	OFMB
September 15	Submission of approved equipment list for upcoming fiscal year to Purchasing and ISS	OFMB
September 18	Publication of newspaper advertisements of Second Public Hearing and Budget Summary Statement (F.S. 129.03 (3)(b); 200.065 (2)(d) and (3)(l))	OFMB
September 21 (7:00 p.m.)	SECOND PUBLIC HEARING - Adopt final millage and budget (F.S. 200.065 (2)(d))	BCC County Administrator OFMB
September 25	Submission of approved millage levy resolution and budget to Property Appraiser, Tax Collector, and Department of Revenue (F.S. 200.065 (4))	OFMB
September 27	Submission of additional approved equipment list for upcoming fiscal year to Purchasing and ISS	OFMB
October 1	Beginning of new fiscal year	
N/A	Certification of final taxable values (F.S. 200.065 (5))	Property Appraiser
N/A	Adjustment to adopted millage rate (if greater than +/- 3%) (F.S. 200.065 (5))	OFMB
October 1 - November 8	Update and print adopted Budget Documents	OFMB
October 1	Certification of Compliance submitted to Department of Revenue (F.S. 200.068)	OFMB
December 3	Submission of Budget Documents to GFOA Awards Program	OFMB

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